

Development by the People

May, 1998

The Newsletter of



The Institute of Cultural Affairs
Kenya



CONCERNED WITH THE HUMAN FACTOR IN WORLD DEVELOPMENT

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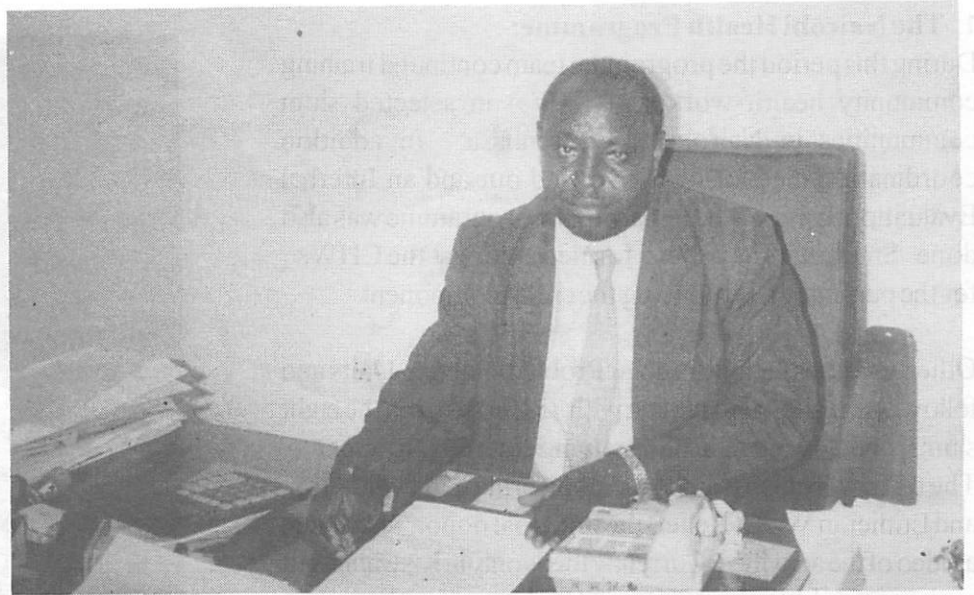
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The cover photo:
Members of the Bilashaka Women's Group. The group was involved in the recently completed KGLTP at the Coast

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Dear readers,

On 29th December 1997 polling stations were opened at 6 a.m. However it was not until 8.30 a.m. when many people across the country flocked to the stations to cast their votes to elect their President, Members of Parliament and Councillors. When I arrived at the polling station in my rural constituency around 1 p.m, I noticed that there were two long queues of about one hundred and fifty people each. I later learned that the voting process was going slowly because the polling clerks were few.



Edward Mutiso

Five women in our queue decided to leave at about 4 p.m claiming that they had stood for so long and that they had to walk over 10 kilometres to their homes, because they were not accessible to public transportation. As I stood in the queue I heard all kinds of stories from both men and women. One woman in front of me was telling another man the reasons why she cannot vote for a woman candidate as a Member of Parliament. I listened keenly to the conversation so that I could understand the reasons advanced.

You know she started "I would rather not vote if I were only to vote for a woman candidate because a woman is a woman just like me". "A woman," she continued, "is supposed to cook for her husband and the children, wash their clothes, fetch water from the stream, get firewood from the forest and prepare children for school. She is also supposed to milk the cows in the morning and look for food to cook". She paused and then went on "Who will do all these things in the family if the woman is not there? The husband will just marry a second wife".

The man nodded in a agreement and said "you are right. I will never vote for a woman as a member of Parliament. She is supposed to do domestic chores in the house. I also know that women cannot withstand severe criticism. They cannot face very difficult situations. They can't endure, instead they cry like small children"

In Kenya today there are very many women who can make good members of Parliament. The challenge is that there are very strong beliefs, especially among aged people in rural areas that women cannot make good political leaders because that is not their role. This partly explains why only few women were elected for Parliament in the last General Elections. There are seven of them in Parliament. Three were elected and four were nominated.

The number of women MPs only represent 3.9% of the total number of the two hundred and thirty two Members of Parliament. Considering the fact that women make up over 40% of the electorate there is a big room for further improvement. However it will only be possible if both men and women change their images and perception on the role women can play in the political development in the country. For without women today there is no men for future Parliaments.

Edward Mutiso, National Director

Welcome to the May, 1998 issue of Development by the People, the six monthly newsletter produced by ICA Kenya. As part of our continuous efforts to be more cost effective, we have enclosed with this issue a short questionnaire about this newsletter. We want to know how many people it is reaching and what they think about it! Not only will this information enable us to improve the newsletter itself, but it will enable us to evaluate the sort of impact that the newsletter is having and to change our approach if necessary. Please take a small amount of time to help us in this way: we need your input to help us provide the sort of information that you want in the most cost effective way..

1. The Nairobi Health Programme:

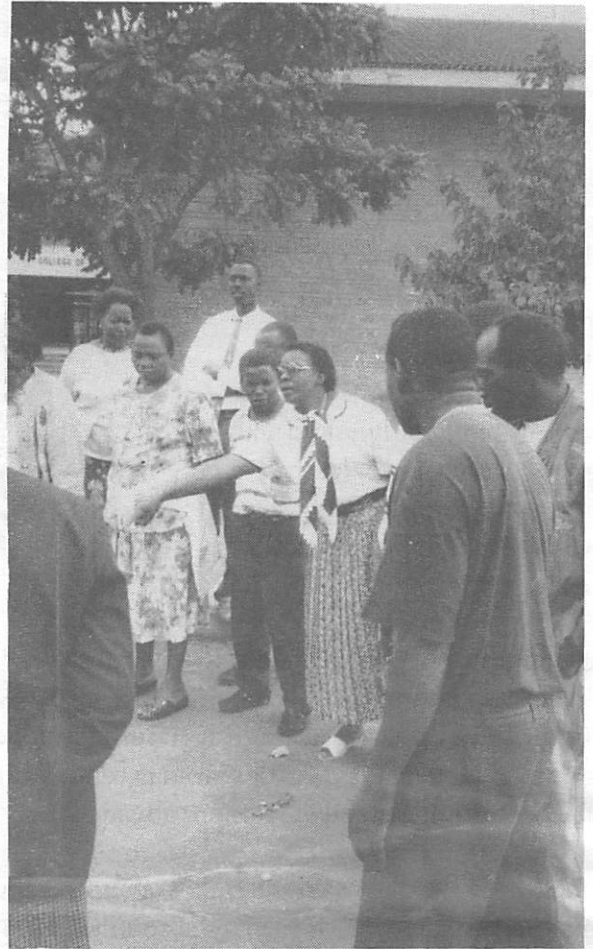
During this period the programme team continued training community health workers (CHWs) in selected slum communities in Nairobi and Mombasa. In addition coordination meetings were carried out and an Internal Evaluation to assess the impact of the programme was also done. Small units have been formed amongst the CHWs for the purpose of introducing the credit component.

Other activities include regular Problem Solving Units and follow ups, leadership training with 75 CHWs from the eight slums, and advanced health training for 164 participants. The team were also trained on monitoring and evaluation, and Lutheran World Relief, the principal donor, also made a video of the activities. Currently this is only in Kiswahili, but we hope to add a commentary in English.

The team has also been involved in the efforts to deal with the cholera outbreak in Korogocho, Mathare and Kibera. Community workdays were organised, and a donation of drugs solicited from Lab and Allied.

2. Agriculture and Income Generation Programme, Siaya:

During this period the Siaya team carried out income generation training for a total of 380 participants from the 15 groups involved in the programme. Leadership and facilitation training also continued, and a Leaders Exchange Forum was held. This brings together representatives of all the participating groups so that they can exchange ideas, help solve problems and improve the programme implementation. Other activities



Participants practicing the participatory mapping tool in an ICA run workshop on Facilitation Skills. Such skills are vital in the implementation of genuine community based programmes.

carried out included Problem Solving Units and 11 of the 15 groups have now received their first loans.

3. The Kenya Grassroots Leadership Training Programme (KGLTP) and the Rural Enterprise Loan Scheme (RELS).

After the completion of the KGLTP component, the emphasis in this programme has been on training 14 groups on credit management. Credit committees have been set up in the groups and three rounds of follow ups have been conducted. So far Kshs 2,815,000 has been issued to 13 groups in the form of loans. In addition a Leaders Exchange Forum has been held and the Credit Management Committee, made up of representatives of ICA, the Catholic Diocese of Murang'a and community groups, meets monthly.

With ICA becoming more involved in the provision of credit, currently data is being collected with a view to revising the existing Credit Policies which ICA uses, so that they can be applicable to all the programmes where loan schemes are being introduced. The provision of initial loans is seen as a useful tool both to empower local people and to enable them to access future loans from banks and specialist agencies.

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"exploring ways of reducing dependence"



Members of the Korogocho Community at the communal workday organised during the cholera outbreak

4. KGLTP, Kwale and Kilifi Districts

The team based at our Mariakani office are in the process of winding up the old programme by conducting leadership training with the 30 groups, as well as conducting Problem Solving Units, follow ups and continuing to administer the loan scheme. ICA will continue to administer the scheme for the immediate future until it is felt appropriate to hand the Revolving Fund over to the groups themselves. Limited activities will also be carried out with the old groups, funded by the interest generated by the loan scheme.

Currently the team is planning for the new programme in Samburu Location of Kwale District, which we hope to start in May 1998.

5. The Leadership Training Integrated Development Programme (LTID), Machakos District

Two programmes are now operating in Machakos District, one in Muthetheni Location and one in Wamunyu and Masii Locations.

In Wamunyu/Masii the team started by doing authorisation visits with the local officers, Chiefs and other key figures in the area and then carried out a baseline survey, concentrating on the economic aspects of the situation. With the information gathered from that the training curricula were then reviewed and the first leadership training carried out.

In Muthetheni the Locational Development Orientation events continued. These events, aimed at location leaders, Chiefs, Assistant Chiefs and other officers, are designed to involve the local leaders in the programme and enlist their support for the approach. Village Planning events were also held in 36 villages, follow ups done, and 26 leaders training courses conducted.

6. Income Generation Programme and Integrated Rural Development Training Programme (IRTDP), Kitui District.

As in Machakos, ICA now has two programmes running in Kitui. In Mutonguni the income generation component funded by the British Council has come to an end, but water tank construction continues. A further four, funded by the Buelach Church Group in Switzerland, are currently being built. At the same time the process is being carefully documented for a revised version of the bilingual booklet on water tank construction which ICA produces.

At the same time the IRTDP continued in Nzambani and Kisasi Locations. All 40 groups have received Basic Health training and a second course of leadership training has also started.

7. Kabiro Polytechnic, Kawangware

The Polytechnic, as a mark of its new, more independent status, has renamed itself the Kabiro Technical Training Institute. Early in 1998 a consultant developed a Business Plan to assist the Institute become sustainable. The governing Board has accepted this report and, as a first step, are advertising all the posts in the Institute in order to ensure that the team there is the best possible to take Kabiro to sustainability. Meanwhile the staff who had been employed by ICA and now by the Kabiro Board are continuing the carpentry courses. There is an intention to introduce new courses as well, such a tailoring, car maintenance, and accountancy. ICA will continue to play a supportive role.

8. Institutional Strengthening

Over the past months ICA has continued to build its capacity to implement programmes more effectively and efficiently, with the overall intention of building up the capacity of the programme offices in order to reduce their dependency on the Nairobi office. Greater emphasis is being placed on monitoring and evaluation (particularly the measurement of impact) and programme staff are being trained on report writing.

Proposal writing workshops have been held with the staff in the Siaya programme, Nairobi Health, and the old KGLTP from Murang'a, thus involving the staff and the community from the beginning in the design and planning of the programme, addressing their needs and using their knowledge of the local situation to come up with the best programme for the communities involved.

ICA EVENTS

New Funding

ICA is pleased to announce that new funding has been received towards its work. In the last few months **Trocaire** of Ireland has agreed to continue supporting the programme in the Mathare area of Nairobi, **Caritas Netherlands** have agreed to support the new programme being started in Samburu Location of Kwale District, and the **Buelach Church Group** have sponsored the construction of four water tanks in Kitui together with the revision of the bilingual booklet on water tanks which ICA produces. In addition other proposals have been submitted to donors for consideration, and discussions with new donors are also going on.

Visit of Dutch Journalists

Through our connection with Wilde Ganzen, a Dutch donor agency which relies on the Dutch public for support, ICA Kenya recently hosted a team of journalists from the Netherlands who visited our projects in Murang'a and Nairobi. The result was an article published in the Dutch magazine, VIVA, which we hope will have raised more support for Wilde Ganzen. Wilde Ganzen are supporting our Wamunyu/Masii programme in Machakos.

Facilitation and Training Events

ICA continues to generate income for its work through providing facilitation and training services to outside organisations. Recent clients have included the **American Centre for International Labour Solidarity (ACILS)**, **UNDP**, the **Fresh Produce Export Association of Kenya**, the **British Council (Uganda)**, **Christian Reformed World Relief Committee**, **John Snow International (for the**

STAFH Project in Malawi), and the **Community Based Nutrition Programme in the Ministry of Home Affairs, National Heritage, Culture and Social Services**.

The demand for these services continues to grow, and ICA Kenya is in the process of setting up a group of Associates who have been trained in the ICA Participatory Methods and who will be available to carry out such work. This also fits in well with our mission of promoting participatory methods as we will have a wider resource base and therefore be able to reach more people. It is intended to launch this idea at the end of May 1998.

The two major contracts that ICA has had in 1998 have been with the **JSI-STAFH Project** in Malawi, and with the **British Council** in Uganda. The first programme involved conducting five strategic planning events for NGOs working in the field of HIV/AIDS and Family Health, as part of the capacity building component of the programme being implemented by John Snow International and funded by USAID. In Uganda the emphasis has been on training representatives of women orientated NGOs and Government officials in participatory methods and proposal writing. 45 people have been trained so far, and approximately 40 more will be trained in June and July. This training is part of the Post Beijing Implementation Plan being implemented by the British Council and funded by DFID.

Caritas Netherlands

Caritas Netherlands, who support our Coast

programme, recently organised two workshops for their partners in Kenya. In November 1997, **Jonathan Dudding** and **Beatrice Imali** attended a workshop on Local Fundraising in Arusha, Tanzania. This was partially a sharing of experiences, but also it enabled the partners to examine critically some of the fundraising methods that are successful in Europe, and whether they are appropriate in the African



Photo left: Participants who attended the Group Facilitation Methods course run for the Kenya AIDSNGO Consortium, sponsored by UNDP and facilitated by German Gituma and Jonathan Dudding of ICA Kenya



John Momanyi, Sophia Donde, Judith Seda and Edward Mutiso pictured receiving a cheque for Kshs 50,000 from Yasuhiro Itoh, Managing Director of Firestone in Kenya. Firestone have been a long term supporter of the ICA's work.

context. Equally the partners were able to express clearly their belief that income generating activities should be seen as one of the methods of local fundraising.

The second workshop, attended by **Beatrice Imali** and **Steve Wathome** was held in Machakos in March 1998, was on the subject of El Nino, the global climate phenomenon that has been having such a drastic effect on Kenya. This workshop enabled the partners to understand the phenomenon more clearly and to start to address some of the issues that have already been raised and which are still likely to come.

Group Facilitation Methods

In 1997, ICA Kenya organised two open courses on the ICA Participatory Methodology and trained a total of 24 people. It is intended to hold a third course at the end of May 1998 and to use that occasion to set up the ICA Associates in Kenya by inviting those who were previously trained, both in GFM courses and elsewhere, to come together to discuss the best way to go forward as a group of trained facilitators interested in the promotion of participatory methods in Kenya and, at the same time retaining the link with ICA Kenya and its community based activities.

International Visitors

The past six months have seen a number of overseas visitors coming to ICA Kenya. These have included Leo Bieri and Peter Aeberhard of Swiss Caritas, Claudia Fuhrer of Swiss Catholic Lentenfund, Karl Schule of Bread for the World and Dr. Macaulay Olagoke of NIPRANET, a new network for the sharing of Participatory Methods in Nigeria.

Solarnet

This organisation, in which ICA has been playing a role in establishing, has been set up as a network to promote the use of Alternative Energy in Kenya. A Board has been put in place, funding acquired, and recently interviews were held to

appoint a coordinator to take over the day to day running of the network. ICA will continue to be involved in Solarnet as **Steve Wathome** is a member of the Solarnet Board.

Farewell Party for Elisabeth Castiglioni

Elisabeth Castiglioni left ICA Kenya at the end of 1997 to return to her native Switzerland. Before she left a party was held in Nairobi, involving ICA staff from all the programme centres. Elisabeth has been in regular contact since her departure, and continues to work on our behalf in Switzerland.

Elisabeth Castiglioni pictured with Linette Ambunya, Esther Were and Jane Njeri after her farewell party.



THE SECOND MULTI PARTY ELECTION IN KENYA

Since the last newsletter Kenya has experienced its second multi-party election. The result brought the ruling party KANU back into power. Titus Wamini, Facilitator with the Coast programme, gives his impressions:

The first multi-party election took place in Kenya in 1992 with only a few parties coming out in opposition. The second multi-party election would have looked more interesting if there had been no violence and rigging of votes, but unfortunately these are the reality in Africa.

I am based at Mariakani Market, Kaloleni Constituency, Kilifi District of Coast Province and I have watched the campaign before the election. It started three weeks before the election itself, after Parliament had closed. Already at that time it looked as if KANU would be ruling for another five years because the Opposition was so divided. There was no unity.

In general the campaign left many people with threats and doubts of how the situation in Kenya could look after the elections. Many of us looked unsettled wherever we were. Many, many others had left for their respective areas since the first clashes took place in Likoni, near Mombasa in Kwale District. Even before that there were other signs of violence eg the disturbances during the Budget presentation in June. There was no peace at all during the Parliament sessions. El Nino rains also came to play a role in this election, preventing people from voting through miscommunication.

During the campaign meetings some politicians used abusive language which did not give people hope. One of the politicians even said that poor candidates are not supposed to campaign because "This is only for rich candidates". Other politicians were planning to start a civil war during that time, and but for the Will of God, their vision might have been achieved. Fortunately most Kenyans were praying for peace, and many prayers were said to make sure the elections stayed peaceful.

As the campaign went on many people defected from their parties to others, especially from the Opposition to KANU, but the main reason was not for victory for KANU but because of "Kitu Kidogo" (something small). Thus they were accommodated by KANU and some of them went on to become MPs and councillors in the election. Although KANU has many seats in Parliament, therefore, it really depends on the relationship between those members and the voters and on the relationship between KANU and the Opposition as to how effective they will be.

Before the election two of the Presidential candidates dropped out, leaving 13. For me it was my first time to see so many candidates contesting for the Presidential seat, and it turned out that most of the voting for them was on tribal lines. In the Rift Valley, for example, it was declared that there should be no other party except KANU, and this attitude led to the tribal clashes where people were being killed for not supporting KANU. Even in other provinces such a trend could be seen.

I remember in the last election campaign that Moi was quoted as asking whether some people do not realise that he is a professional politician. He has all the tools. Again the BBC quoted him as saying that he is strong enough to rule because he eats organic food from his Kalenjin locality and he does not take sugary food, and so it does not make sense for him to hear that he is too old to rule for the next term. Certainly his age does not seem to have discouraged people from voting for him this time either.

During the inter party debate in the run up to the election all the candidates accused the ruling party KANU for being unproductive and not accomplishing all important aspects of National Development. One of the candidates made me laugh when he was asked if he could point out some of the mistakes that KANU has made in the education sector. He said because of the 8-4-4 system, which requires each student to buy books for each subject, then someone needs a wheelbarrow to carry books to school!

In his Christmas and New Year Greetings card to the nation, President Moi included 12 pledges which KANU would accomplish if Kenyans voted for them. Now that the election is over and KANU are back, we will be watching to see how they perform.

THE POSHO MILLS HANDBOOK

Many Posho Mills in Kenya are lying idle through poor planning, poor management or other reasons.

The Posho Mills Handbook addresses the issues that lead to such failures and provides practical advice on the purchase, running and maintenance of posho mills

Written in an easy to understand style and with the plenty of illustrations, the handbook is designed for community groups, posho mill suppliers and NGOs supporting CBOs/groups to provide the appropriate information and guidance in four main sections:

- How to Choose the Right Mill**
- How to Know if a Mill is Profitable**
- How to Manage a Posho Mill Efficiently**
- How to Maintain a Posho Mill**

For further information, please contact ICA Kenya or Legacy Bookshop, Loita House, Loita Street, Nairobi

THE EFFECTS OF EL NIÑO IN KENYA

El Nino has been the topic of much discussion in Kenya over the past months, even matatus have been named in its honour. This is a shortened version of an article written by Beatrice Imali, Programme Manager of the Coast programme, for the Village Volunteers newsletter:

The flood disaster that has hit Kenya in recent months has been caused by an extraordinary downpour attributable to the climatological phenomenon known as El Nino. This is a combined effect of air and ocean currents, air pressure, temperatures and ocean winds that causes ocean water warming. In turn this sets in motion weather anomalies associated with droughts, floods and cyclone activities. El Nino originates over the Pacific Ocean and starts developing in April of one year, reaches maturity by December and decays in March/April of the following year. Every tenth year brings a major effect. El Nino is a Spanish word meaning "Christ Child".

In Kenya El Nino showed itself through the very heavy rains that hit the country late last year. The areas that were affected most included Kwale, Kilifi, Malindi, Tana River, up through Eastern and central provinces and across to Busia in the West. Roads and bridges were washed away by floods and swollen rivers, the Moi International Airport at Mombasa was flooded, and even the railway linking Mombasa to Nairobi was washed away at one point. As well as this, crop and livestock farmers suffered as topsoil was washed away and strange diseases came to affect not only animals and crops but humans as well.

In some places (Busia for example), people had to move out of their homes as the floodwaters rose, and up until now some are still fearing to return. Others had their homes destroyed by mudslides, others went without water for some time as main water supplies were damaged. Equally, with much of the communication infrastructure damaged, it was difficult to reach people in need of assistance. Other negative effects included the loss of stored crops, destruction/siltation of dams, disruption of critical activities (including commerce, school examinations and even polling - some polling stations never got ballot boxes because of the flooding), and more frequent blackouts.

On the positive side the rains brought some vegetation into the normally arid areas of northern and eastern Kenya, and good harvests were reported from areas recently more associated with drought (like Kitui, Makueni and Machakos). Tea farmers, too, were happy with good yields of tea, but they often suffered from problems with the poor quality roads in outlying areas.

Generally El Nino affected very many development projects including our KGLTP in Kwale and Kilifi Districts. In particular **transport** proved to be extremely difficult. Even with a four wheel drive vehicle many of the roads became impassable, and several bridges collapsed in the area eg Kombeni Bridge, connecting Mombasa to Kaloleni, the bridge between Kinango and Kwale, and many others.

The weather also affected the **loan scheme** we are running. Many of those who had taken loans were using the money for the business of buying and selling but, because of the poor condition of the roads they were either unable to transport their commodities at all or they were charged much higher fares. In some places like Kinango, Kwale-Tiribe the fare went by three times! Because the commodities took more time and money to be transported, therefore, many of the perishable items were left rotting on the way and many consumers could not afford the higher prices.

Although El Nino has now past, the effects of the phenomenon are still with us and, with so much damage done at the time of planting, it is likely that even now we have not seen the full effects. Food shortages are likely to come as the year goes on and harvests are poor.

Beyond Prince and Merchant

Citizen Participation
and the Rise of Civil
Society

A publication of the Institute of Cultural Affairs International. Written by academics and practitioners from around the world who are striving to create a global civil society, this book describes the many challenges confronting civil society and provides inspiring examples of how these challenges are being met.

No longer are people willing to leave it to governments and business to lead. Citizens are seizing the initiative and reclaiming their rightful place as the catalysts of social change. Beyond Prince and Merchant gives a human face to this global phenomenon.

Available from ICA Kenya or Legacy Bookshop, Loita House, Loita Street, Nairobi.

THE VILLAGE VOLUNTEERS

It is not often that a local NGO can boast of its own private donor, but that is the fortunate position that ICA Kenya is in with Village Volunteers. Formed as a programme of the ICA Development Trust in the UK, Village Volunteers raises money to support the work of the ICA staff in the field.

In return for this generosity, ICA Kenya sends a newsletter to Village Volunteers every quarter. This is not another "Development by the People" production, but more of a report, written by staff members themselves and centred on a particular theme, and giving an impression to our UK supporters of what life behind the headlines is really like in Kenya. As a country, we do not enjoy a very positive image overseas, and this is reflected by the falling numbers of tourists coming here. The Village Volunteers Newsletter, therefore, is an attempt by ICA staff to show their supporters that whatever they might have

been reading in their papers or seeing on their TV screens, the reality of everyday life at the community level is often very different, and that our work is able to continue.

Village Volunteers first started in 1985 and has been supporting our work in Kenya regularly ever since. During that time over UK£ 50,000 has been raised from concerned people in the UK and used to support our work. This contribution has been and continues to be much appreciated by the ICA Kenya staff, not just because it gives them the chance to express themselves in articles for the newsletter (!), but also because of the additional funding which comes into the organisation.

We take this opportunity to say **THANK YOU VERY MUCH** to Village Volunteers and its supporters, and we hope the relationship can continue to thrive into the next millenium!

ICA KENYA BOARD PROFILES

ICA Kenya is fortunate to have a supportive and committed Board of Trustees who meet regularly to give the organisation the benefit of their collective knowledge and expertise. In this article we profile two of the Board members, and other profiles will follow in future editions.

Dr. Simeon Shitemi, who is Chairman of the Board, has a long association with ICA, having first become involved in the late 1960s. His involvement still extends beyond Kenya as he is a member of the Global Advisory Board.

A graduate of Makerere University, Uganda, Dr. Shitemi's career took him first into teaching and later into the Government of Kenya, first at the District level and later at the national level where he served in various Ministries (including Finance, Health, Cooperatives, Culture and Social Services, Tourism and Wildlife, Commerce and Industry and Foreign Affairs), rising to the post of Permanent Secretary. He also worked as a diplomat in New York and Geneva.

After leaving the Government Dr. Shitemi was the Deputy Director General in the African Medical Reserach Foundation (AMREF), and now serves in different capacities on various other bodies and institutions. In 1996 he was awarded an honorary doctorate from Earlham College, USA.

A lifelong Quaker, Dr. Shitemi was Clerk/Chairman of the Friends World Committee. He now lives in Kitale, Western Kenya with his wife, while his five grown up children all live in the USA.

Pascoal Amos Sebastian Almeida (PASA) Denis is a member of the Board and Chairman of the Finance sub-committee, and has a career in accounting that spans three decades.

After graduating from the University of East Africa and having passed the Senior Accountants Examinations in 1957, Mr. Denis joined the Ministry of Finance as a Senior Accountant and rose to become the Chief Accountant. He then went onto become the Head of Accountancy Services (Accountant General) in the Government of Kenya, where he remained until 1979.

Mr. Denis went on to contribute significantly to various bodies both at the National and local levels, as well as playing a major role in Church related activities. Up until 1994 he was a consultant with CORAT AFRICA and then set up his own consulting firm in the same year. During his time with CORAT Mr. Denis published two manuals on Financial and Administrative Guidelines.

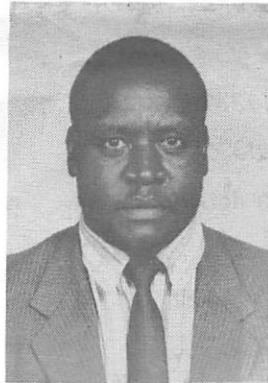
Mr. Denis has travelled widely during his career, visiting many countries in Europe, Africa, and North America.

Staff Transfers

One of the prices that ICA Kenya has to pay for being too dependent on donor funding is that staff often have to be transferred between programmes, depending on the availability of funds or, even sent on leave until such time that new funding comes through. With the ending of the KGLTP in Murang'a in July, the staff had to relocate to other programmes until such time that a new programme can start. In addition, we are currently reducing the number of staff in our Siaya office as that programme comes to an end: **Francis Odhiambo** has moved to the Coast and **John Wafula** to Machakos. **Sam Ominwa** and **Beatrice Achieng** have remained in the office to continue with the follow ups and loan repayments, while **Boniface Mwaura**, **Patrick Ochieng** and **David Simiyu** are currently on leave.

The Personnel and Administration Department

In our last newsletter we reported that we intended to recruit a Personnel and Administrative Assistant to carry out the day to day tasks of the Department under the guidance of the National Director. We are pleased to announce that this has been done, and **Robert Osundwa** (*photo left*), previously a facilitator in our Machakos office, has now taken up those duties.



Kabiro Youth Polytechnic

With the ending of the direct involvement of ICA in the above project, the contracts of all the staff employed there were terminated and they were then re-employed by the Kabiro Polytechnic Board. **Peter Munga**, **James Muchiri**, **Risper Odoyo**, **Steven Kiragu** and **Nancy Wanjohi** now face the challenge of establishing Kabiro as a self sustainable institution. We wish them every success.

A Final Thought:

Do not walk behind me; I may not lead.
Do not walk in front of me; I may not follow.

Just walk beside me and be my friend.

(Albert Camus)

Annual Staff Interchange

This event brings together all the staff of ICA for three days of review, discussion, sharing and planning. The 1998 event took place from 13th-15th January, at the Ngong Hills Hotel in Nairobi. All the ICA staff were able to be present and the event enabled them to review the organisations progress over the past year, and to discuss and explore new ideas for the coming year.

Several issues came up, particularly relating to fundraising, income generation and sustainability, decentralisation and staff training. The challenges facing an organisation like ICA are many, and it is only by all of the staff working together that the organisation can continue to progress and continue to deliver quality programmes which impact on the people who we are working with.

WHY NOT ADVERTISE IN THIS NEWSLETTER?

Produced twice a year, in May and November, the newsletter is distributed to 1,000 individuals, organisations, and companies both in Kenya and worldwide.

JOIN established companies like **CALTEX**, **STANDARD CHARTERED BANK**, **JET TRAVEL**, **MASHARIKI MOTORS**, **NATIONAL INDUSTRIAL CREDIT**, **AMARCO**, **WIGGLESWORTH**, **AMEDO SEWING PRODUCTS**, **KLM**, **KAMSONS**, **KENINDIA ASSURANCE**, **SIGINON FREIGHT** and the **HABIB BANK** who have advertised in this newsletter, bringing publicity to themselves and, at the same time, supporting our important work.

For full details, please contact us.

LETS COLLABORATE!

Our long and continuing involvement with the villages and local communities in Kenya has taught us that our programmes are still as important as ever. Most of the people we work with are dependent on agriculture and /or the informal sector, and their needs and demands are often overlooked. We still depend upon the generosity of local and international donors to continue our important work.

CAN YOU HELP?

By placing an advertisement in this newsletter, by contracting us to give training to your staff or participants in development programmes, or by straightforward donations, you can support our activities and help us improve the lives of poorer people in Kenya.

THE INSTITUTE OF CULTURAL AFFAIRS KENYA is an autonomous Kenyan non-governmental organisation (NGO) which has been working at the grassroots, village level in both rural and urban Kenya since 1975. We aim to catalyse local groups and communities to identify, plan, design and implement their own projects, and to create awareness among them of their own importance and ability to create the future. By training local people in strategic planning, leadership facilitation skills, income generation, primary health care and sustainable agricultural techniques we enable them to take control of their own development.

ICA Kenya is registered as an NGO with the Office of the President, and is a member of the National Council of NGOs in Kenya. We are affiliated with ICA International based in Brussels, Belgium.

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