Ethical Leadership

Inspiring, equipping and connecting people to play their part in building a better society, starting with themselves.

Sustainable Living

Trustbuilding
The year 2014 was a tumultuous one with wars raging across west, east and north Africa, through the Middle East, to Ukraine. The 51.2 million worldwide figures for refugees, already an all time high, was swelled by new or intensifying conflicts in many parts of the world.

The 'new world order', which brought such high hopes, is seriously challenged. There is a need to find new, creative ways to address the root causes of hatred, injustice, poverty, environmental threat and religious extremism.

The people of Initiatives of Change (IofC) around the world continue to make their contribution to the transformation of thinking and living that is so evidently needed. IofC’s approach is simple: the starting point of personal transformation is an honest look at one’s own motives and behaviour, applying moral standards we wish to see in society in our own lives and seeking inner wisdom. Listening to others, dialogue and honest conversations build trust, enabling effective teamwork across divides and partnerships on issues of common interest.

This report documents some of the many initiatives being undertaken across our global network by individuals, groups and IofC registered bodies dedicated to starting change processes in society starting with their own lives.

Initiatives of Change crosses the boundaries of movement, network and organization. IofC International is a registered NGO which federates IofC legal entities worldwide. Its main role is to support the networks, formal and informal, whose actions incubate relevant change at grassroots level. It is these grassroots stories which are shared in this report. Collectively, and working in partnership with others, this network continues to contribute to greater tolerance, peace building, good governance and sustainable living in our complex and divided world.

Someone wrote of IofC, ‘It’s not an institution, it’s not a point of view, it starts a revolution by starting one in you!’ I believe that only a revolution of motives and transformation of people’s behaviours and actions, on a colossal scale, can fundamentally change the direction of travel for the only world we all have to share. The stories in this report give us hope and should encourage us to continue to work with others to bring about lasting changes in society.

Dr Omnia Marzouk
President, Initiatives of Change International

Contents

| Women for peace and development | 4 |
| Developing ethical leadership   | 5 |
| Cultivating youth as agents of change | 7 |
| Empowering young people         | 8 |
| Dialogue across divides         | 9 |
| The true purpose of business    | 10 |
| Environmental initiatives       | 11 |
| Bridge-building to resolve conflict | 12 |
| Diasporas working for peace     | 13 |
| Improving governance            | 14 |
| Serving the community           | 15 |
| Documentaries as tools for reconciliation | 16 |
| Engaging with international networks | 18 |
| IofC International              | 19 |
Initiatives of Change is active in over 60 countries.
One of its strengths is its capacity to generate grassroots initiatives by committed individuals.
This report gives glimpses of their action in many countries.

Global Conference Centres
The two main centres of IofC are located at Caux in Switzerland, and Asia Plateau, Panchgani, in India. These centres were established through voluntary donations from countless people who were impacted by the ideas of Initiatives of Change. Owned and operated respectively by the Swiss Foundation CAUX-Initiatives of Change, and Friends of Moral Re-Armament (India), they host hundreds of individuals every year from around the world for programmes, events and internships.

In 2014 over 3,000 people took part in conferences and workshops at Asia Plateau, and nearly 2,000 people at Caux. These events dealt with governance, peacemaking, development and much more, and at the heart of each were the human factors. How does a person move from self-centredness to concern for others? Where do they find the courage to fight injustice? What can heal hatred? Can those who have suffered forgive? Resolving personal challenges such as these is often crucial to a person’s effectiveness in working to better their society. Asia Plateau and Caux offer everyone the space to seek this resolution.

IofC Network
While IofC teams are registered as formal organizational bodies in several countries, many facilitators, trainers and coordinators work voluntarily in the spirit of service-oriented leadership. This report contains highlights of the impact in many sections of society of the commitment of these individuals and teams.

Focus Areas
The programmes of IofC focus on three areas:

Trustbuilding: Peace and social cohesion by building trust and reconciliation across divides.

Ethical Leadership: Good governance at every level by developing a leadership culture based on integrity, compassion and selfless service.

Sustainable Living: Economic justice and environmental sustainability by inspiring transformation of motives and behaviour.
Women for peace and development

Empowering women to become agents of change

Creators of Peace
Programmes across 43 countries

Creators of Peace (CoP) continues to bring together groups of women in Creators of Peace Circles (CoPC). A Peace Circle is a facilitated process of several hours run over various sessions to help participants bring out the best in themselves; to express their intrinsic desire and ability to create peace; to become role models of peace, and go on to create cultures of peace in their communities.

In 2014 the CoP team answered calls for Facilitation Training and Refresher Courses in Romania, New Zealand, Norway (including women from Sweden, Denmark and the Netherlands), South Africa (including women from Nigeria and Egypt), and Australia (including a woman from Solomon Islands). This brought our global volunteer CoP Facilitator database to 270 women.

With the support of an educational institution that supports orphans and people in need, many young women have attended CoPCs in war-torn Damascus. Following a Facilitation Training of 14 people, 20 CoPCs were held in Burundi. In Lebanon a CoP gathering brought together women from Egypt, Syria and Lebanon.

In Kenya 21 CoPCs took place in Baringo County located north-west of Nairobi; in areas of violence and cattle-rustling of Kabarnet, Sandai (Bogoria) and Marigat, reaching women from the Tugen, Endorois and Ilchamus communities; women of the Maasai people; and women from the slums of Korogocho, Huruma, Dandora, and Bungoma.

The South Africa team ran nine CoPC’s in Soweto, Mossel Bay, Johannesburg and Nigeria. One CoPC was held at Westbury in Johannesburg. As a result of this CoPC, the City of Johannesburg has asked to register the CoP programme with a view to a contract and sponsorship of the programme.

With the support of an educational institution that supports orphans and people in need, many young women have attended CoPCs in war-torn Damascus. Following a Facilitation Training of 14 people, 20 CoPCs were held in Burundi. In Lebanon a CoP gathering brought together women from Egypt, Syria and Lebanon.

More Information

I learned strategies to deal with difficult people and problems. I learned how to face life with optimism and hope. The seed was planted through the positive energy and optimism spread among us each week. Through our efforts and CoP we will grow this plant and make it fruitful. We will share the benefits so we can build a better Syria.’

- One of the participants of a Peace Circle

Multicultural Women’s Friendship Circle
Ottawa, Canada

The Circle conducted a series of weekly meetings for six new immigrants and six established Canadians with the aim of building trust and friendship through sharing stories of personal change, and exchanging ideas for community engagement. These Circles have offered many people their first opportunity to build bridges across a divide in Canadian society.

Livelihood Programmes for Rural Women
At Grampari, a rural and ecology centre at Asia Plateau, India and in nearby villages

In 2014, the Livelihood Programme started by Grampari strengthened its position as a means for local village women to make a substantial contribution to their household income. Four residential programmes were conducted. The women learnt to make bags, dried lemon grass, organic pickles and other eatables. Fifty women have created a joint savings (micro-financing) group where they each put aside 50 Indian Rupees (a little less than 1 USD) every month.
Let’s Make A Difference (LMAD)
Youth Conferences in several cities, India

One of IofC India’s longest-running programmes continued to bring to Asia Plateau many young Indians, eager to explore the personal challenges which will enable them to contribute meaningfully to society.

Those who were inspired by the transformation they experienced at LMAD moved on to share their experience at regional conferences in several Indian cities. These focused on issues of deep local concern. The conference in Nagpur focused on the high rate of suicide amongst farmers. As a result, 150 participants have launched ‘Nagpur Against Farmer Suicides’.

In Baramati the conference focused on female feticide and infanticide, and the abuse of women and dowries. All the male participants took a vow not to accept or demand a dowry.

India’s national airlines contacted the LMAD team, asking them to organize a training programme for its top management officials. The training programme was put together and presented by participants from the youth conferences, mostly students.

20th Asia Pacific Youth Conference
Eight-day conference, Taiwan

The conference focused on ethical leadership, trustbuilding and sustainable living. Community group meetings enabled participants to share personal experiences, and Open Space gave the opportunity to initiate discussions on topics close to their hearts. Pakistanis, Indians and Bangladeshis spoke together on the stage, announcing, ‘We are one’, while ethnic Chinese from China, Hong Kong and Taiwan met to listen to each other’s perspectives on sensitive issues of identity and relationships.

Change in Progress
Leadership Camp, South Africa

The camp aimed to inspire young people to find the change in hearts and minds which would enable them to make responsible choices for their future. It included fieldwork in the community of Kagiso, west of Johannesburg. There they worked with the Police Social Crime Prevention Department, a community radio station, and the West Rand Youth Development Centre.

‘On my first day in this conference, I felt directionless with my career and relationships. Now I realize my mistakes, I am double faced in my relationships, I now want to build my life on these absolute values. I am thankful to LMAD to make me realize all this; I will share with everyone this experience of change.’
- a student participant

Youth Leadership Camp
Six-day camp in Central Java, Indonesia

At the 11th Annual IofC youth camp, 25 young Indonesians discussed IofC, its principles and history. Workshops were held on art therapy and national character building. An Inner Growth Companionship Programme created space for participants to talk about issues they were grappling with, and to help them understand the relationship between their current challenges and their early conditioning in the family.
Life Matters
Workshop, New Zealand and Australia

This well-established course for young adults held workshops this year in Wainuiomata, New Zealand, and Sydney, Australia.

The New Zealand workshop included people from Fiji and Cambodia. It discussed values, tools for personal transformation, forgiveness, goal and decisions, and what it means to be a change maker. Space was made for quiet and reflective time. For many it came at a crucial time, when they were grappling with difficult issues.

The workshop in Sydney drew people from indigenous and multicultural backgrounds, mainly from Blacktown, along with representatives of the Rotaract Club of Macquarie University. It was supported by SydWest Community Services and the New South Wales Police.

Character Education Initiatives
Workshops and Trainings, Taiwan

A total of 15 workshops on moral education were conducted at 15 schools, and 355 students participated. One-day training sessions and group consultations on parenting were also held. Two field trips were organized for 70 teenagers and their parents from disadvantaged backgrounds.

University Opportunities
Workshops and Internships, Canada

At the University of Ottawa, weekly workshops were held on themes such as ethical leadership and living by core values. Students of Development Studies and Social Work took up internships with IoF through the University of Calgary, Mount Royal University and a part-time Practicum in Social Work through Dalhousie University.

School for Changemakers (SfCM)
Four-day residential course, UK

The SfCM creates an environment that is safe and wholesome while tackling subjects that are risky and highly personal.

This programme brought 60 young people from Britain to Liverpool Hope University, where they addressed ‘the personal, professional, social and spiritual dimensions of change’. The programme is designed for people aged 18-30 and aims to help participants grow in leadership skills, and find a sense of moral and spiritual responsibility.

The course focused on vocation, spirituality and the values by which we live. Each day started with a shared time of quiet, followed by interactive sessions.

The participants are now part of the SfCM Alumni Association, which offers peer-support as they make the changes which the residential course sparks off. The programme has been followed up by five reunions in London, Sheffield and Manchester; further training; and one-to-one mentoring.

‘The SfCM offered one of the most significant occasions of my life. I benefited intellectually through the presentations and workshops. Yet even more important were the informal conversations with speakers who were living examples of integrity and reconciliation. I learned how a change in myself and a change in the world are intimately connected, and since the summer, I have resolved two central relationships.’

- SfCM 2014 Alumna, age 26, speaking 6 months after the event.
Cultivating youth as agents of change
Helping people to become changemakers and peacemakers

Caux Scholars Program
Four-week residential course at Caux, Switzerland

Now in its 21st year, this academic training on peace-building and conflict resolution brought 24 scholars from 19 countries to Caux. Many came from conflict-ridden situations. Through introspection, role-playing, team-building sessions, trust-building activities and participation in the international conferences at Caux, they were offered a mix of traditional classroom education and practical application.

Several scholars confronted their perceptions of each other as the ‘enemy’, and saw the beginnings of reconciliation. Dr Pumla Gobodo-Madikizela, senior research professor at the University of the Free State, shared her experience with the Truth and Reconciliation Commission in South Africa. Also this year, CSP alumni from 11 classes and 19 different countries gathered to reconnect with each other and revitalize their commitment to peace.

East Africa Youth Forum
Conference at Bujumbura, Burundi

The fourth East Africa Youth Forum was organised on the theme of ‘Responsible Youth: bridge to sustainable peace and development’. The objective of the forum was to allow participants to discuss the socio-economic and cultural challenges facing youth in Eastern Africa in general and Burundi in particular. In his opening statement, the Director General in the Ministry of Youth, Sports, Art and Culture, expressed the government’s expectation that the recommendations from this forum will assist governments in Eastern Africa, and that of Burundi in particular to improve their approach to development and their vision of good governance.

Asia Pacific Regional Training of Trainers
Training programmes in Cambodia and Indonesia

In Cambodia, 13 countries were represented among the 29 people who gathered to build competency in training, and deepen their own foundation in the values that underpin IofC’s work.

IofC Indonesia organized a two-day training of trainers where the participants learnt about diverse training styles, the process of designing a training programme, and public speaking.

IofC For Life (IFL)
One year programme across India

This year, six young people from Lebanon, India and Sri Lanka launched this programme to take the message of IofC to communities across India. They spent three and a half months in Assam, Meghalaya and Nagaland, interacting with youth groups, the All Bodo Students Union, the Action Northeast Trust and others. Their experience of change and reconciliation interested many people, and they connected with individuals adopting the path of non-violence amidst all provocations. In Meghalaya, the team ran training programmes for government officers in the Rural Development Ministry and the Cooperative Department.
Empowering young people

Helping young people to contribute creatively to their communities

Children as Actors in Transforming Society
Conference at Caux, Switzerland

This programme helps children and young people develop the social abilities which underpin cooperation and engagement as active citizens. This year 1,804 children and young people participated in 77 workshops dealing with learning through philosophical debate (ages 13 -14); understanding and overcoming racism (ages 11-14); and living better together (ages 7-14).

At the end of these workshops, with the support of their teachers, participants were invited to carry out a citizen project. Among those they chose were a project to help an association protecting disabled people (eight-year olds), campaign against alcohol and cigarettes (10 year olds), and a day against racism (11 and 12 year olds).

‘Actions led by IofC allow children and adolescents to express themselves, to speak up, to argue, learn how to listen and how to step back and develop a critical spirit on information they receive’ – one of the volunteers

The conference drew children and adults from 49 countries, with the objective of building a community of advocates promoting the rights and participation of children. Topics were addressed in a simple and informative way, empowering children with the confidence and skills required to make positive contributions in their communities. Each day was planned around a specific theme: children as advocates, children as educators, children as peacebuilders and mediators, children as health activists, and children as media makers. Adults were invited to engage with ideas that would enable them to work in meaningful partnership with children to bring about change.

Facilitators, close to children, let them be themselves without the fear of judgment.

Leadership among High School Prefects
Workshops in Zimbabwe

IofC Zimbabwe trained high school prefects in Gweru in the qualities of character and discipline which enable them to serve others. The training included the skills of conflict resolution, forgiveness, overcoming peer pressure, time management, effective communication, and understanding the use of power.

The team also trained four people elected to the ‘Municipal Council of Children and Young People’ (aged 9 to 11 years old) on democracy, citizenship and children’s rights.

This programme helps children and young people develop the social abilities which underpin cooperation and engagement as active citizens. This year 1,804 children and young people participated in 77 workshops dealing with learning through philosophical debate (ages 13 -14); understanding and overcoming racism (ages 11-14); and living better together (ages 7-14).

‘What I will remember is that the young people expressed themselves easily, with no fear.’
- Nathalie, mother of 9 year old Rubenn and 13 year old Chelsea who participated in CATS

Facilitators, close to children, let them be themselves without the fear of judgment.

Leadership among High School Prefects
Workshops in Zimbabwe

IofC Zimbabwe trained high school prefects in Gweru in the qualities of character and discipline which enable them to serve others. The training included the skills of conflict resolution, forgiveness, overcoming peer pressure, time management, effective communication, and understanding the use of power.

The team also trained four people elected to the ‘Municipal Council of Children and Young People’ (aged 9 to 11 years old) on democracy, citizenship and children’s rights.

The eighth ‘Let’s get the Peace Attitude’ drawing contest, supported by cartoonist Plantu, received 438 entrants from all over the country. The contestants were asked to illustrate an unfair situation and propose how to make it just.

Education for Peace
France

The eighth ‘Let’s get the Peace Attitude’ drawing contest, supported by cartoonist Plantu, received 438 entrants from all over the country. The contestants were asked to illustrate an unfair situation and propose how to make it just.
Dialogue across divides

Bringing together people from diverse backgrounds

Making Democracy Real

Asia Plateau, India

The third Dialogue on Making Democracy Real attracted Afghans and Tibetans, Somalis and Eritreans, Kenyans, a Congolese Senator, and activists from India’s burgeoning movement for clean governance. A moving evening of story-telling reached across the political and psychological frontiers between India and Pakistan, and brought to the surface an overwhelming longing to get beyond the tragic conflicts.

MORE INFO

Heart to Heart Human Dialogue

Egypt

This dialogue brought together active citizens in the hope of clearing misunderstanding, bridge building and healing following the January 2011 revolution in Egypt. It allowed an opportunity for an exchange of views and personal communication after tragic events and division as a result of political polarization in the Egyptian community. Twenty dialogues took place in 2014 attended by more than 300 people altogether.

International Farmers’ Dialogue

Asia Plateau, India

Thirty farmers from 10 countries took part in exchanges on women’s empowerment, rural indebtedness, farmer suicides, modern technology, and more. Participants shared their achievements and struggles with tremendous openness. The Dialogue was co-hosted by the Punjab Rao Deshmukh Agriculture University in Akola and Grampari, the Rural and Ecology Centre of Asia Plateau.

Participants of the Farmers’ Dialogue on a farm visit to interact with local farmers.

Creating Connections: Inner Peace & Action

Conference, Canada

This conference brought over 160 participants to Calgary, Alberta. Giving the keynote address, Professor Rajmohan Gandhi said, there is nowhere in the world with which Canada is unconnected and the people are here, all around you. Who will befriend them, knock on their doors, enter their homes and encourage conversation, dialogue, frankness, and courage?

The visits around the Agricultural University of Akola showed how it is making huge efforts to put their knowledge and assets at the disposal of the small-scale farmers, helping them solve their problems, including the acute indebtedness which leads so many to suicide.

At Grampari, the focus was on women’s empowerment and 150 local women farmers participated. The team showcased their organic farming practices and developments that enhance Grampari’s effectiveness as a resource centre: a two-pit toilet, and a biogas plant that converts human excreta and cow dung into cooking gas. These are now used as models to encourage other villagers to replicate them in their own communities.

‘I expected the usual presentation of academic papers that happens in most conferences, but was pleasantly surprised when I realized how practical the dialogue was. Delegates shared experiences of the struggles they are going through in their countries to contribute to democratic practices in their communities and governments.’ - Jane Maina, Kenya

‘I will give equal fair wages to male and female farmers.’
- decision taken by one of the participants after the dialogue.

MORE INFO
The true purpose of business
How business can be both profitable and ethical

Trust and Integrity in the Global Economy
Conference in Caux, Switzerland

The ninth edition of this annual conference explored how business can address people’s needs and create wealth in an equitable and sustainable manner. It brought together more than 140 people of 37 nationalities. Participants were encouraged to find their own best practice, on the principle that transformation in organizations begins with personal transformation in human motivations.

A TIGE programme in the UK held two roadshow events during 2014, one hosted by a law firm in Edinburgh and the other at the St Ethelburga’s Centre for Reconciliation and Peace in the City of London, each attended by some 60 business people. IofC-UK’s business programme also hosted a series of evening ‘TIGE Talks’ in IofC’s London centre during 2014.

Integrity and Ethics
Conference in Pune, India

Caux Initiatives for Business partnered with IBM at a conference organized by the Symbiosis Centre for Information and Technology, Pune. Around 200 people participated, including industrialists, corporate managers, academics, and students. The event focused on unethical behaviour and its implications, both individual and corporate, and highlighted the value a company can reap from adopting good ethical practices in its dealing with clients and the community at large.

Caux Initiatives for Business Round Table
Seoul, Korea

Thirty CEOs/MDs along with 10 observers participated in this round table on the theme of ‘Sustainability and Ethical Practices in the Corporate World’. The event, first of its kind in Korea, was held in collaboration with the Human Development Institute and sponsored by Tata-Daewoo. The CEOs and MDs were surprised that there was no designated speaker; everyone had an opportunity to share their challenges and suggest solutions.

Collective Impact towards Sustainable and Humane Development
Workshop, Asia Plateau, India

Under the auspices of the Caux Round Table (CRT) Japan, IofC Japan and the Caux Initiatives for Business, 45 Indian and Japanese industrialists and businessmen held a workshop to better understand Corporate Social Responsibility (CSR) practices in India and Japan, and to exchange ideas to improve them. Before the Japanese participants arrived at Asia Plateau, a three-day field trip gave them a first-hand experience of some Indian companies and social organizations.

Heart of Effective Leadership
Trainings at Asia Plateau, India and Caux, Switzerland

Business schools often teach young entrepreneurs to use their minds to the exclusion of their hearts, and many working environments lack good ethical values. This course was created as a corrective to this situation, and several thousand managers, civil servants and others have taken part in it. This year participants included business leaders from Pune and Mumbai, the Chairman of the Business Ethics Institute of Malaysia, and European business consultants.

Also this year the course was taken to Europe, and presented first at Caux conferences, and then in Geneva for senior managers of European industry. It was facilitated by trainers from Europe and India.

Caux Round Table Principles for Business
Caux, Switzerland

The Caux Round Table (CRT) Principles for Business were launched in July 1994 by senior business leaders from Japan, Europe and USA. They included the Japanese concept of kyosei - living and working together for the common good. The CRT marked the 20th anniversary of its Principles for Business during the TIGE conference, and was represented at a Business Leaders’ Forum hosted by TIGE.
Environmental initiatives
Exploring the human factor in environmental sustainability

Caux Dialogue on Land and Security
Conference at Caux, Switzerland

Sustainable Rural Development in India
At Grampari, rural and ecology centre at Asia Plateau, India

The conference brought together 120 people with a professional interest in land restoration and peace-building: farmers, diplomats, business people, security experts, activists, government and UN officials, including representatives of 40 NGOs. The purpose of the Dialogue was to create an environment where these stakeholders, many of whom rarely meet, can build the trust on which partnerships depend and reflect on the need to address human barriers as well as technical ones.

The speaker at the opening session was Jamie Shea, Assistant Secretary General of NATO. It was organized by Initiatives for Land, Lives and Peace in partnership with the United Nations Convention to Combat Desertification (UNCCD) and the International Union for the Conservation of Nature (IUCN), the world’s largest conservation body, and the leaders of both these organizations, Monique Barbut and Julia Marton-Lefèvre, participated.

Many activists mistrust agri-business, particularly those businesses which develop and market Genetically Modified Organisms (GMO). Both sides of this divide were represented at the Caux Dialogue and engaged in lively discussions.

Grampari completed the third year of its School Hand Wash with Soap Programme reaching, in 2014, approximately 2300 students in 13 schools. This outreach has resulted in a significant increase in hand washing with soap. The effectiveness of this programme was recognised by the Maharashtra government, and Grampari was invited to conduct two government-funded Teacher Training workshops training 120 teachers.

A conference on springs in India — the first of its kind in the country — was launched under the Watershed programme. Springs are a source of drinking water for most of India and the source of most of its rivers. The Spring Protection of the Western Ghats project funded by a foundation called Arghyam has in the past year worked on protecting 10 springs in 12 villages.

Two workshops on the hydrogeology of the Western Ghats as well as the tools of protection and recharge of springs were conducted for over 120 participants ranging from government officials to villagers and students.

Luc Gnacadja, former UNCCD director, speaking at the opening session of the conference.

A session in progress at Grampari. Women from nearby villages get a forum to share their experiences with the participants.
**Bridgebuilding to resolve conflict**

*Bringing people together in regions of tension and conflict*

---

**Foundations for Freedom**

*Various Programmes in Eastern Europe*

Trustbuilding, dialogue facilitation and ethical leadership are the focus of the work of Foundations for Freedom, which this year commemorated its 21st anniversary.

A three-day Regional Conference in Kiev in December on the theme ‘...Freedom from and Freedom for...’ gathered 80 participants from across Ukraine and partners from Western Europe.

‘Ukrainian action: healing the past’ held 10 dialogues on searching for mutual understanding in Ukrainian society. They took place in Simferopol (Crimea), Kharkiv, Kiev, Donetsk and, Lviv. Twenty dialogue facilitators passed the eight-day training programme in non-violent communication. **As an immediate result, the group of facilitators held a dialogue between the local community representatives and the border guards in Donetsk oblast.**

The house in Baranivka conducted a summer programme from April to October. This consisted of a volunteer programme, a training on ‘Keys of Motivation’, a theatre camp, two rehabilitation programmes for people displaced from East Ukraine, a construction and learning camp, a Foundations for Freedom Visiting Course, and a training on non-violent communication.

Through the year they have been developing a project on ethical leadership for Ukraine’s government representatives. They have also held workshops on facilitative leadership, coaching and networking in Germany, Poland and Ukraine.

---

**African Great Lakes Project**

*Burundi*

Ensuring transparent, democratic and peaceful elections in Burundi in 2015 has been the first focus of the African Great Lakes Project. This has included forming relationships of trust between political leaders of all sides and within the main parties, helping the opposition parties to play their part in the National Assembly and the leaders in exile to find their way back to the political scene. The second focus has been the restoration of stability and peace in the Kivu region in the Democratic Republic of Congo.

---

**Freedom Our Responsibility**

*Conference in Bloemfontein, South Africa*

This international conference was organized to promote a culture of reconciliation, sustainability and empowerment. Held under the auspices of IofC South Africa and the Lyndi Fourie Association International, it brought 300 people to the University of the Free State, and was addressed by more than 60 speakers from Africa, Europe, US and Asia.

---

“We insist on the worst versions of each other. I want us to recall the best versions. We must interrupt the bitter knowledge black and white carry deep within themselves.”

- Prof. Jonathan Jansen, Vice-Chancellor of Free State University, speaking at the conference
Hope In Järja
Sweden
IofC Sweden initiated this project to address the communal tensions, amplified by riots, that the country has witnessed recently. The Project started with a mapping exercise, the findings of which were twofold: there are three main nexuses of conflict: generational, institutional, and ethnic; and the different types of actors have markedly different views on which problems are more severe and the most promising solutions.

The findings have been presented to the community leaders with whom we hope to partner in a training of trainers. The process will involve a facilitated dialogue in the

Diasporas working for peace
Migrant communities healing their own wounded memories and working for reconciliation in their homelands

Agenda for Reconciliation
A programme for people from the Horn of Africa living in the UK

In October, IofC organized workshops for Eritrean students and young professionals, around the themes of trustbuilding, dialogue and reconciliation. The workshops also offered young people a chance to meet with an older generation. Local political leaders were intrigued by the variety of people who came together, across religious and ethnic backgrounds, for this inter-generational exchange.

'It has made a huge difference to our community to learn to work together and trust each other.'
- Sudanese organizer Mohamed Salih.

South Sudan Australia Peace Initiative
Australia

Our commitment to peace in South Sudan focused this year on action by members of the South Sudanese diaspora; and, within South Sudan, on the initiatives of some of the 200 ‘peace mobilisers’ trained by IofC in 2013.

The IofC community in Melbourne anchored a South Sudan Australia Peace Initiative. Its aim was to facilitate trustbuilding dialogues between ethnic communities involved in the conflict in South Sudan. Lobbying members of Parliament prompted an increased commitment in government aid to South Sudan, and this was approved by the Senate with cross-party support.

Workshops with Sudanese and Cambodian communities
Canada

Workshops on trustbuilding were held in several universities, and with the Sudanese and Cambodian communities. A ‘Participatory Assessment’ was undertaken to identify problem areas within the South Sudanese community in Canada. Issues such as tribalism, violence, peace & unity, employment, lack of leadership and cultural shock were discussed and potential solutions were identified.

Joseph Karanja from IofC Kenya assists the training of reconciliation ‘facilitators’ in Yei, South Sudan.
Improving governance
*Heightening the qualities which underpin just governance at all levels*

**Ethics in Public Governance**
*Training held at Asia Plateau, India*

The course had opportunities to share experiences and reflecting on choices one can make to become more effective at work and happier in life.

This training was conducted for 20 officers of the Indian Administrative Service. The course was based on the concept that ethical behaviour for good governance arises from a three-fold integration: integration with one’s own inner voice or conscience, integration with other people through listening, compassion, care and forgiveness, and integration with the environment through time spent close to nature. The facilitators found the officers to be open and responsive. **Several shared their own leadership experiences, and drew inspiration from each other’s experience.**

**Governance Programme**
*At Grampari, a rural and ecology centre at Asia Plateau, India, and in nearby villages*

This year Grampari launched its Governance Programme with a plan to develop Dhanavali, a nearby village, into a model village over five years. The plan includes community building, gender equality, water supply, drainage systems, sanitation and organic farming. Grampari also launched an annual award for the Best Female Sarpanch (Village Head) and the Best Women’s Self-Help Group. Programmes were also conducted on the practical running of a local women’s meeting, mandated by the government but rarely implemented, in five villages.

**Just Governance for Human Security**
*Conference at Caux, Switzerland*

The conference focused on the human factors which enable both leaders and citizens to work together towards an inclusive, democratic approach.

‘How do we address the massive trust deficit across the world?’ asked Michael Møller, Director-General of the UN at Geneva. ‘I take inspiration from the ethos which underpins Caux,’ he went on. ‘The only way to build trust is between people. Structures are enablers, people are the doers.’

Mr Møller was speaking during the conference on Just Governance for Human Security, which brought together people from 32 countries, many of them from conflict regions such as Ukraine and the Sahel. The conference focused on the qualities underlying ethical leadership, and strategies to improve governance, defeat corruption and heal fractured community relationships.

‘I suffered under the Habre dictatorship. When I came to Caux I was filled with hatred. My visits here have transformed me.’ - a Member of Parliament from Chad.

The Swiss Department of Foreign Affairs sponsored 28 civic and political leaders and officials from Chad, Mali and Niger to participate in the conference and in a four-day preparatory workshop at Caux, on Dealing with the Past, led by experts from the Department and with input from IofC. Many of these leaders have suffered from injustice, and they valued sessions with experienced mediators.
Caring for Cambodia
Cambodia

The year marked the 10th anniversary of IofC’s return to Cambodia following years of war. The youth group in the country contributed their own funds to undertake a range of programmes to care for their society.

Each month, young people gathered to cook meals and take them around Phnom Penh to serve people working on the streets. At the Khmer Soviet Hospital they provided a cooked meal for 275 patients. Two book distributions were held, wherein educational supplies were taken to rural schools. In Battambang young people took part in a conflict resolution course and a facilitation workshop. In Phnom Penh 40 university students met for a time of sharing, learning and environmental clean-up.

Working with Elders
Taiwan

For the third year IofC volunteers, in partnership with the local government, has made bi-weekly home visits to lone elders in a remote North Taiwan community. They have also held two training programmes for local high school students to develop local volunteer service capacity.

India I Care
India

The campaign is integral to most courses at Asia Plateau. It aims to sensitize participants to the contribution their personal behaviour makes towards shaping India’s national character. Many undertake steps of change, thereby ‘making a deposit’ into ‘their account’ with the virtual ‘Character Bank of India’.

Inspired by this initiative, co-educational Kamla High School in Mumbai linked up with an Urdu medium girls school, and 350 of their students spent a day at Kamla High School – thereby encouraging gender equality and connecting children from different strata of society.

The school also launched a Children’s Movement for Civic Awareness, which is spreading awareness of pollution during festivals, and recycling packaging into useful items, some of which are donated to NGOs.

Community Trustbuilding Fellowship
One weekend a month over five months, USA

This Fellowship increases capacity to overcome divisions of race, culture, economics and politics by creating a network of skilled facilitators, capable team builders and credible role models. It was launched with a class of 30 community leaders from six US cities. They included a community organizer, an educator, the head of a foundation, the CEO of a hospital, an urban farmer and a university environmental manager. The group came together for intensive skills building and leadership formation. The 2014 programme was supported by grants from the WK Kellogg and Jackson Foundations and will be offered on an annual basis.

Celebrating the Unseen
Award Ceremony, Nigeria

For the third time, IofC Nigeria made ‘Celebrating the Unseen’ awards, which honour individuals and organizations who consistently contribute to society, relentless in their passion to improve their communities. Fifteen awards were conferred this year.
Documentaries as tools for reconciliation

Documentary films which are helping build trust

‘Beyond Forgiving’
UK, Canada and South Africa

Ginn Fourie and Letlapa Mphahlele, the South African protagonists of this award-winning documentary film, toured the UK in May. Ginn and Letlapa form an unlikely pair: a black atheist man and a white Christian woman. One has suffered directly from actions of the other, but both have been victims and risen beyond their pain. What brings them together is a profound story of tragedy and hope. They shared a platform at six public screenings of the film at universities, schools and community outreach programmes in Belfast, Bradford, Durham, Liverpool, London and Oxford. Four hundred people came to hear them at the Royal Geographical Society in London, an event chaired by Terry Waite. Millions more heard them on the BBC World Service and other radio broadcasts.

Outside the Tour, over 1,600 people viewed the documentary in the UK in 2014 and many more around the world. In Canada, the documentary was screened at a film festival in Vancouver and shown at numerous other venues including White Rock, British Columbia and College Maisonneuve in Montreal. The screenings were followed by open discussion among the audience, and the poignant narration of forgiveness shown in the film often evoked profound responses.

‘The Imam and the Pastor’
Kenya, Canada and Egypt

In Mombasa, showings of this documentary led to the creation of the inter-faith team of ‘Mothers in Kenya for Amani (Peace)’. They are working with young people prone to religious extremism, drug abuse and hopelessness, and invited the two protagonists in the documentary to visit Mombasa. Nigerian peacemakers Pastor James Wuye and Imam Muhammad Ashafa came, met with the young people, and told how they had moved from hatred of each other to appreciation and cooperation.

‘An African Answer’
Kenya

Work continued in 2014 with grass-roots peace practitioners in Eldoret, Baringo and Mombasa, which each face different but equally challenging situations of community conflict. This project was initiated to transfer to other areas of Kenya the methodologies for peacemaking depicted in this documentary. It has received support from the United States Institute of Peace.

‘Chad – a Journey to Hope’
Chad

This documentary depicts a bid to forge a network of Chadian mediators which transcends the ethnic, religious and political divisions that have caused instability in Chad.

‘My family only used to associate with other Somalis. But after the workshop with the imam and the pastor, I went to my father and said we should associate with other people. That happened, and our community has become more open to others.’

— A young woman of Somali origin

IofC Canada presented a workshop featuring the documentary at the World Parliament of Religions conference in Edmonton, Alberta.

In Egypt, the documentary was shown during two workshops on peace and conflict resolution in the Egyptian Journalists Syndicate and the Supreme Council of Culture. It was also shown in collaboration with the Coptic Anglican Organization for Social Services (CAOSS) for two events on the theme of religious education and social responsibility.

‘Beyond Forgiving’

UK, Canada and South Africa

‘The Imam and the Pastor’

Kenya, Canada and Egypt

‘Chad – a Journey to Hope’

Chad

The film is utterly inspiring and when I’ve shown it at school there is not a pupil left unmoved. I think it is one of the most powerfully positive resources I have ever had and I can’t imagine ever taking it out of circulation from my teaching.’— Anne Ostrowicz, Religious Studies & Philosophy Dept, King Edward’s School, Birmingham.

‘Beyond Forgiving’

UK, Canada and South Africa

‘The Imam and the Pastor’

Kenya, Canada and Egypt

In Mombasa, showings of this documentary led to the creation of the inter-faith team of ‘Mothers in Kenya for Amani (Peace)’. They are working with young people prone to religious extremism, drug abuse and hopelessness, and invited the two protagonists in the documentary to visit Mombasa. Nigerian peacemakers Pastor James Wuye and Imam Muhammad Ashafa came, met with the young people, and told how they had moved from hatred of each other to appreciation and cooperation.

IofC Canada presented a workshop featuring the documentary at the World Parliament of Religions conference in Edmonton, Alberta.

In Egypt, the documentary was shown during two workshops on peace and conflict resolution in the Egyptian Journalists Syndicate and the Supreme Council of Culture. It was also shown in collaboration with the Coptic Anglican Organization for Social Services (CAOSS) for two events on the theme of religious education and social responsibility.

‘Chad – a Journey to Hope’

Chad

This documentary depicts a bid to forge a network of Chadian mediators which transcends the ethnic, religious and political divisions that have caused instability in Chad.
since its inception. This process is being facilitated by Chad’s national Peace & Reconciliation Network, Comité de la Suivi à l’Appel pour la Paix et la Réconciliation (CSAPR) and the United Nations Development Programme (UNDP). The production of the film was supported by UNDP and the European Union. In August, CSAPR invited Dr Alan Channer, the film’s producer, to Chad for consultations with civil society groups and with government, on the launch and dissemination of the film. These consultations were supported by the Swiss Foundation Pro Victimis.

The arts as a tool for transformation was one important theme of the Seeds of Inspiration conference, which encouraged participants to explore and share the sources of their passion to bring change in the world. The methodology involved creative workshops and discussions, ranging from painting and writing from within, clowning and story-telling to non-violent communication, forgiveness and healing history. The conference also offered space for personal reflection and meditation. One participant commented, ‘Seeds of Inspiration 2014 liberated a deep creative expression that previously rarely surfaced in my daily life. Painting, poems and action continue to flow through me.’

Throughout the summer, visiting artists performed for conference participants. The Just Governance conference, for instance, hosted concerts by musicians from two countries whose conflict has shaken Europe: the Russian pianist Victor Ryabchikov and the Ukrainian violinist Dima Tkachenko.

The Caux Artists Program focused on two projects in 2014 – an outreach working with young performing artists in the USA; and Muriel: The World Walked Into Her Heart, a musical about African American opera singer Muriel Smith, who travelled the world with IofC productions in the 1960s and 1970s.

The two main centres of IofC offer residential internships to young people from all parts of the world.

The interns give practical support to the programmes at the two centres, and receive training in personal and skills development and in the principles of IofC. The cultural, regional and economic diversity of each group teaches the interns to work in an inclusive environment and to practise the spirit of service-oriented leadership. The experience enables interns to engage with the needs of the world and develop a deeper sense of where they can contribute. Many start their own initiatives when they return to their countries, and remain associated with IofC.

‘Asia Plateau for me was a life changing experience a spiritual journey of deep soul-searching, self-acceptance, discovering oneself, and inner peace.’
- Hend, intern from Egypt

In 2014, the interns in India also visited the agricultural university in Akola, Maharashtra, for an outreach event focused on the theme of inner governance.
Engaging with international networks

The United Nations and International Geneva

In 2014 the Geneva office, which represents IofC to the UN, continued its interactions with International Geneva. IofC’s partners and colleagues from across the UN, including the United Nations Convention to Combat Desertification (UNCCD), the United Nations Development Programme (UNDP) and the International Union for the Conservation of Nature (IUCN), were present in Caux again as well as other organizations including the International Organization for Migration and the Northern Atlantic Treaty Organization.

IofC’s Initiatives for Land, Lives and Peace was a main partner in the Geneva event for the World Day to Combat Desertification, with the UNCCD, IUCN, the Swiss Development Agency and the University of Bern’s WOCAT programme.

IofC participated in the ‘Geneva Peace Talks’ in which members of the Swedish team performed a creative, thought-provoking sketch in the midst of other talks given at the UN. A public viewing of our award winning documentary ‘Beyond Forgiving’ was also organized.

IofC also offered Caux’s facilities for dialogue and reflection to a number of organizations for their private meetings. These included a training seminar for UNDP, and a two-day seminar for UN diplomats on the connection between human rights and peace as part of discussions at the Human Rights Council in Geneva on the establishment of a ‘right to peace’. The latter event benefitted from the involvement of IofC facilitators. Initiatives of Change

International acknowledges with thanks the Foundation CAUX-Initiatives of Change, Switzerland, for funding support towards our staff and office facilities in Geneva.

In addition to the above formal partnerships of IofC International, the individual members of our Association have their own partnerships with other organizations nationally and internationally.

Initiatives of Change International acknowledges with thanks the Foundation CAUX-Initiatives of Change, Switzerland, for funding support towards our staff and office facilities in Geneva.

Representation at the Council of Europe

The IofC International Representative to the Council of Europe has played an ongoing role as Coordinator of the Dialogue Project of the Conference of International NGOs (INGO) and the expanded use of the Dialogue Tool Kit. He co-facilitated a two-day Citizen’s Dialogue of 43 Tunisians at Kairouan, Tunisia and also was a Keynote Speaker at the Trust for History, Art and Architecture in Pakistan.

The INGO Dialogue Teaser Workshop was part of the plenary programme at the annual conference of University Women of Europe in Bucharest, Romania, in September.

Three types of INGO Dialogue interactions are offered: Introduction Workshop for Trained Facilitators, Leaders’ Dialogue Component, and Brief Dialogue Teaser Workshop.
IofC International

Initiatives of Change International, a non-profit organization registered in Switzerland, serves the wider IofC movement. Thirty-five national bodies and programmes comprise its formal membership. Each Member operates autonomously on projects addressing specific local needs.

Members
The national member bodies are Argentina, Australia, Austria, Brazil, Cameroon, Canada, Côte d’Ivoire, Denmark, Finland, France, Germany, Ghana, India, Indonesia, Japan, Kenya, Korea, Lebanon, Malaysia, Netherlands, New Zealand, Nigeria, Norway, South Africa, Sweden, Switzerland, Taiwan, Tanzania, Uganda, United Kingdom, United States. The international programme members are Creators of Peace, Foundations for Freedom, Grands Lacs Association and International Farmers’ Dialogue.

Affiliations
IofC International has Special Consultative Status with the Economic and Social Council of the UN (ECOSOC) and Participatory Status at the Council of Europe.

Governance and Management
IofC International is governed by an International Council of up to 11 members who contribute their time and experience voluntarily. Day-to-day management is carried out by an Executive Director who oversees the operations team.

Finances
IofC International is financed by a combination of individual donations, contributions by member associations, foundations, and by government grants for specific projects. For example, the zero income showing for Transnational projects in 2014 is due to the completion in 2013 of specially funded projects.

IofC International is grateful for the generous contributions over and above their dues from the following Member bodies which help significantly in meeting its budget: Australia, Denmark, France, India, the Netherlands, New Zealand, Nigeria, Norway, South Africa, Sweden, Switzerland, UK, and USA. We are also grateful for grants received from the Irene Prestwich Trust and the Robert Hahneloser Foundation. IofC International thanks the Members for their contributions, the partners for their cooperation, and the legacies, sister organizations and donors for their generosity.

The financial report reflects the budget of IofC International, that serves IofC’s global network and local projects. Much of the work described in this Annual Report is done by local teams with separate budgets.

Income and Expenditure Account
for the year ended 31 Dec 2014

<table>
<thead>
<tr>
<th>INCOME</th>
<th>2013 (CHF)</th>
<th>%</th>
<th>2014 (CHF)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Fees</td>
<td>38,059</td>
<td>4.1%</td>
<td>38,430</td>
<td>7.3%</td>
</tr>
<tr>
<td>Donations from IofC/ MRA bodies</td>
<td>461,968</td>
<td>49.4%</td>
<td>309,113</td>
<td>58.8%</td>
</tr>
<tr>
<td>Fees for Web services</td>
<td>10,420</td>
<td>1.1%</td>
<td>18,583</td>
<td>3.5%</td>
</tr>
<tr>
<td>Other Donations Received</td>
<td>118,380</td>
<td>12.7%</td>
<td>138,289</td>
<td>26.3%</td>
</tr>
<tr>
<td>Donation of Office Space</td>
<td>14,853</td>
<td>1.6%</td>
<td>14,853</td>
<td>2.8%</td>
</tr>
<tr>
<td>Income from Transnational Projects</td>
<td>279,632</td>
<td>29.9%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other income</td>
<td>12,273</td>
<td>1.3%</td>
<td>6,089</td>
<td>1.2%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>935,585</td>
<td>100%</td>
<td>525,357</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transnational Projects</td>
<td>363,693</td>
<td>40.9%</td>
<td>73,315</td>
<td>14.5%</td>
</tr>
<tr>
<td>Partnerships with International Organizations</td>
<td>120,499</td>
<td>13.5%</td>
<td>152,906</td>
<td>30.1%</td>
</tr>
<tr>
<td>Website and Communications*</td>
<td>179,966</td>
<td>20.2%</td>
<td>151,543</td>
<td>29.9%</td>
</tr>
<tr>
<td>President’s Budget and International Council</td>
<td>44,794</td>
<td>5.0%</td>
<td>58,510</td>
<td>11.5%</td>
</tr>
<tr>
<td>Operations, admin and coordination</td>
<td>175,965</td>
<td>19.8%</td>
<td>78,371</td>
<td>15.5%</td>
</tr>
<tr>
<td>Interest and exchange differences</td>
<td>4,783</td>
<td>0.5%</td>
<td>7,492</td>
<td>1.5%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>889,700</td>
<td>100%</td>
<td>507,153</td>
<td>100%</td>
</tr>
</tbody>
</table>

Surplus from Operations | 45,884 | 18,204 |

MORE INFO
Initiatives of Change is a world-wide movement of people of diverse cultures and backgrounds, who are committed to the transformation of society through changes in human motives and behaviour, starting with their own.

Vision
A just, peaceful and sustainable world to which everyone, responding to the call of conscience, makes their unique contribution.

Mission
To inspire, equip and connect people to address world needs, starting with themselves.

Focus Areas
Trustbuilding: Peace and social cohesion by building trust and reconciliation across divides.

Ethical Leadership: Good governance at every level by developing a leadership culture based on moral integrity, compassion and selfless service.

Sustainable living: Economic justice and environmental sustainability by inspiring transformation of motives and behaviour.

Approach
IoFC focuses on the link between personal change and global change. Its approach involves:

Starting with oneself: An honest look at one’s own motives and behaviour is often the starting point for personal transformation.

Listening to others: With its intergenerational, multicultural and interreligious diversity, IoFC enables honest conversations in an open spirit, building bridges of trust and community between people of similar, different, and even antagonistic, backgrounds.

Taking focused action: IoFC’s people and programmes work for peace and social cohesion by building trust and reconciliation across divides; for good governance at every level by developing a leadership culture based on moral integrity, compassion and selfless service; and for economic justice and environmental sustainability by inspiring transformation of motives and behaviour.

Recognizing that it will take more than human reason and ability to solve the problems of the world, IoFC places the search for inner wisdom at the heart of its approach. When people listen to what is deepest in their hearts, insights often come which lead in unexpected directions. While some understand this experience as divine guidance and others see it as the leading of conscience, many find that the regular practice of silence can give access to a source of truth, renewal, inspiration and empowerment.