



Initiatives of Change



INITIATIVES OF CHANGE INTERNATIONAL  
**ANNUAL REPORT** 2012





# PRESIDENT'S MESSAGE

**2012 was a remarkable year for Initiatives of Change (IofC), as reflected in the many different initiatives reported in these pages.**

But, as befits an organisation based on the idea that change must first start within, 2012 was a year of breakthroughs in the way this diverse and historic movement works together. After months of international consultations, a Framework for Common Action was adopted in August at IofC International's annual Global Assembly, in Caux, Switzerland. Over six days, 102 representatives from 43 countries together went on a journey spanning a narrative arc – learning from the past, surveying the present and exploring the future.

Learning from the past meant acknowledging both the light and the shade in our shared history. We were privileged to hear from some of the elders who had lived through that history and spoke candidly about the ups and downs, the mistakes that were made and the people who were hurt and whose voices were not so often heard. This full day focused on learning from the past was the start of a process of dialogue and healing that continues in IofC's grassroots teams around the world. It reflects the core principle of 'starting with ourselves' – the daily challenge to practise trust and integrity in our teams and structures.

Greater trust enables greater clarity in our mission and focus. Thus the Framework outlined our mission

– to inspire, equip and connect people to address world needs, starting with themselves – and three areas of focus:

- Trustbuilding
- Ethical Leadership
- Sustainable Living

These three focus areas reflect much of the work that IofC is already doing – as shown in the pages of this report. One of the core strengths of IofC is the encouragement and nurturing of local and individual initiatives through an informal network. Initiatives of Change International, whose budget appears at the end of this report, serves this wider grassroots movement particularly through communications, coordinating international projects and facilitating partnerships. A major trend in our 2012 work was a determination and success in building partnerships with other agencies and funding organizations.

This 2012 annual report therefore celebrates the achievements of both the wider grassroots movement and Initiatives of Change International. Change starts with the individual, but it gains traction when people work together. We look forward to working with you in the future.

Sincerely,  
Dr Omnia Marzouk

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# IofC IN ACTION WORLDWIDE

**INITIATIVES OF CHANGE (IofC) 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**

IofC International is an association with 34 national and programme Member bodies. It is at work in over 60 countries. Each Member operates autonomously on projects addressing specific local needs. IofC International has Special Consultative Status with the Economic and Social Council of the UN (ECOSOC) and Participatory Status at the Council of Europe.

### Our Vision

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

### Our Mission

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

### Our 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.





# TRUSTBUILDING

## Creators of Peace

IofC's Creators of Peace (CoP) programme to engage women in their role as peace creators expanded during 2012. CoP Circles and workshops took place in Australia, Brazil, Burundi, Canada, Colombia, Côte d'Ivoire, Germany, Guatemala, Kenya, Lebanon, Malaysia, Nepal, Norway, Romania, Solomon Islands, South Africa, Sweden, Syria, Uganda, UK and Zimbabwe.

In British Columbia, local community services trialled a six-week CoP Circle for staff members and six mothers including recent immigrants from India, Poland and Mexico. The CoP Strategic Plan 2012-2016 was launched at IofC International's Global Assembly, after which 20 members of the CoP world network met for two days of action planning.

In Kenya, 12 CoP workshops took place reaching 170 women, helping to heal the wounds of ethnic violence that broke out most recently after the 2007-2008 Presidential elections. In Solomon Islands, 36 women leaders travelled to a CoP workshop by canoe, plane, bus and on foot from four different island provinces, funded by the country's Ministry for National Unity, Reconciliation and Peace, and the Ministry of Women, Youth and Children's Affairs.

## Caux Scholars Program

Since its inception in 1991 close to 400 students from more than 100 countries have graduated from the Caux Scholars Program (CSP). The 20<sup>th</sup> CSP took place in Caux, Switzerland, over four weeks in July with 20 students from 15 countries studying and experiencing conflict transformation.

## Somali Initiative for Dialogue and Democracy

Since 2005 leaders of the Somali refugee community in the UK have been working with IofC to create a network of Somalis committed to heal the divisions generated by 20 years of civil war. In the last year, there have been signs that the tide is turning in

Somalia, as a new parliament and government have been established with the broad support of Somalis and of the international community.

Among the thousands of diaspora Somalis now returning to Somalia are members of this network who are now playing notable roles in the new administration and humanitarian aid organisations. The challenge now is to respond to the request of the new President, to move the focus of this reconciling work to Somalia where it is urgently needed.

## France: Education for Peace

IofC's Education à la Paix (Education for Peace) programme was selected by UNESCO to pilot a series of workshops to equip children with the knowledge, skills and techniques to transform society in a positive manner. Education à la Paix facilitates the development of social skills for children aged 7-14 through weekly workshops.

## An African Answer

IofC has been working with renowned Nigerian peacemakers Pastor James Wuye and Imam Muhammad Ashafa following the production of the film *An African Answer* which documents their peacemaking work in Kenya after the post-election ethnic violence of 2007-2008. A study pack has been developed to accompany the film, which presents the methodology developed by the Nigerians. *An African Answer* has been broadcast in Kenya and a Kiswahili version produced and disseminated across the country and into Tanzania, with support from US-based Creative Associates/Creative Learning. GTV, the national TV network in Ghana, broadcast this film (and its predecessor, *The Imam and the Pastor*) in all six of the country's major languages, reaching an estimated 10 million viewers. This was part of a concerted, pre-election peace-building campaign in Ghana, based on the films, spearheaded by World Vision, Ghana.



Wuye and Ashafa made four visits to Chad in 2012, to help forge a national network of Chadian mediators. This was part of a joint UN/EU global project in conflict-prone nations. Dr Alan Channer, Director of IofC's *FLTfilms*, was invited by the United Nations Development Programme (UNDP), to document the process. In November, with support from the US Institute of Peace and IofC Kenya, *FLTfilms* ran two workshops in Kenya for Wuye and Ashafa to train peace practitioners from tension hotspots across the country as well as faith leaders invited by the Supreme Council of Kenyan Muslims and the National Council of Churches of Kenya.

## Burundi: A Window of Opportunity for Peace

In the Great Lakes region of Africa and in partnership with the Human Security Division of the Swiss Department of Foreign Affairs, IofC has been accompanying individuals, political parties and armed groups towards dialogue, healing and reconciliation since 2000. In June 2012 IofC hosted a seminar on the ethics of leadership, attended by representatives from Burundi's opposition in exile, civil society leaders and two representatives of the ruling party. This enabled a dialogue which contributed to the return to Burundi of some of the leaders in exile and also facilitated a subsequent BNUB (United Nations office in Burundi) hosted conference in which the ruling party and opposition reached agreement on a charter for the 2015 Presidential elections.

## Dialogue Toolkit for Europe

Christoph Spreng, representative of IofC International to the Conference of International

Non-Governmental Organizations at the Council of Europe, has been active in developing and promoting a **Dialogue Toolkit** to address issues of social cohesion and the human rights based approach to diversity in Europe. The toolkit, which also quotes from IofC author Rob Corcoran's book, *Trustbuilding*, was launched at the Conference's plenary meeting in Strasbourg in June. Since then 13 facilitators have been trained and six nominated to the INGO Dialogue Hub. As Dialogue Hub Coordinator, Spreng presented the Toolkit at the 5th International Congress on Conflictology and Peace, in Barcelona in September and at the World Forum for Democracy in Strasbourg in October. For more, see [www.dialoguetoolkit.net](http://www.dialoguetoolkit.net)

## USA: Hope in the Cities

In collaboration with the Virginia Center for Inclusive Communities, IofC's Richmond-based team ran a series of 'Unpacking the Census' events to educate citizens about the facts of poverty and race in the city and to mobilize community support for action. The initiative reached over 700 people through DVD presentations and discussions facilitated by diverse teams from local faith organizations and advocacy groups as well as educators, small business owners and government employees.

## London: After the Riots Forum

A forum held at the Initiatives of Change centre in London in February brought together some 100 community and faith leaders and representatives of non-governmental organizations to discuss the theme After the Riots: From Blame to Positive Action.





# ETHICAL LEADERSHIP

## Dialogue on Democracy

Responding to a wave of movements for democracy in the Arab world, Africa and South East Asia, a dialogue on Making Democracy Real took place in January in Panchgani, India, co-hosted by lofC India and the IC Centre for Governance. For people engaged in courageous non-violent struggles for change it was a chance to explore the impacts of conflict and corruption; to hear examples of good governance and ethical leadership; and to address the challenges of extremism through an alternative culture of reconciliation and honesty. The Dialogue opened with a video message from Aung San Suu Kyi, Burma's leading democracy campaigner.

Participants came from 32 countries ranging from Ministers and MPs to Egypt's Tahrir Square revolutionaries; from American academics to Indian social activists; from a Rwandan peacebuilder to a Japanese aid worker. A delegation of 20 from South Sudan included Vice President Dr Riek Machar Teny who pleaded for 'bold steps' from the international community to help in a process of national reconciliation after decades of war left his country traumatized.

## Ethical Leadership Training

Major articles in the *Economic Times* of Mumbai, and the *Indian Express* in 2012 reported on the role that

Asia Plateau, the lofC centre in India, is playing in the battle against corruption. lofC trains thousands of people each year in ethical leadership through programmes at Asia Plateau and other parts of India. These have included batches of managers from private companies such as Siemens India and public servants ranging from senior civil servants to grassroots workers.



*Ethics must be a cultural value within the organization. Corporates must not leave it to government regulations to force them to comply.*

ARMIN BRUCK, CEO OF SIEMENS INDIA

## East Africa Youth Conference

Youths for Peace: Together Making it Happen was the theme of the second East Africa Youth Conference from 8-12 February in Kampala, Uganda. Over 60 from the region discussed the role of civil society, good governance, non-violence and tools for conflict transformation.

## Cameroon: All Africa Conference

Governance, Leadership and Corruption in Africa - What hope for the continent's youth? This was the theme of lofC's All Africa Conference which took place in Yaounde, Cameroon, in May. More than

80 from over 10 countries took part, concluding that Africa's youth are the key to, and at the heart of, several great strategic opportunities to offer sound leadership, create working governance structures and fight corruption.

## South East Asia Life Matters Course

Life Matters is a leadership training course developed by lofC Australia for young adults to find a purpose and a path for life. For several years, young people from South East Asia have taken part in the course in Melbourne and in 2012 some of them were among the 16 facilitators for the first South East Asia Life Matters Course, which took place in April in Sihanoukville and Phnom Penh, Cambodia. The 38 participants came from around the region: Cambodia, Vietnam, Myanmar, Laos, Thailand, Philippines, Indonesia, Malaysia and Australia.

## Asia Pacific Youth Conference

The 18th Asia Pacific Youth Conference took place in Japan over 10 days in August, organized by lofC in partnership with A Common Beat, a Japanese not-for-profit organization. Around 80 participants from 13 countries took part. Over the past two decades, APYC has aimed to create leadership for positive change based on personal change. Its legacy can be seen in a network of changemakers active across the region.

## Brazil: Working for Change

From Rio de Janeiro's struggling Cidade de Deus (City of God) and Centro Lídia dos Santos communities, as well as Sao Paulo, Colombia and Uruguay, more than 50 youth participated in a conference, Change: A Window onto the Future, in September. Held at Petrópolis, the Initiatives of Change centre in Sitio Sao Luiz, Brazil, the conference focused on themes of self-esteem and personal relationships and how these impact behaviour and responsibility.

## UK: School for Changemakers

The 2012 School for Changemakers summer conference for 68 young people took place in June at Liverpool Hope University in partnership with the university and social entrepreneurship company, iGenius.



*It's only after I change myself, I can change the world.*

SCHOOL FOR CHANGEMAKERS PARTICIPANT

## Foundations for Freedom

Foundations for Freedom (F4F) is a programme of Initiatives of Change based in Ukraine working to build trust in society particularly through the leadership of youth. Their activities in 2012 included an annual Regional Meeting, hosted by the Club for Young Leaders (CYL) in Baia Mare, Romania; a Week of Trust civil campaign in Simferopol, Ukraine; a study trip to the European institutions in Strasbourg, co-hosted with lofC France; an intercultural exchange for 30 Ukrainians and Romanians; and two residential Healing the Past programmes in Western Ukraine and Crimea, co-organized by F4F and CYL with funding from Kerk in Actie-ICCO (Church in Action, Netherlands).

## Trust and Integrity in the Global Economy

The fifth annual conference on Trust and Integrity in the Global Economy (TIGE) was held at the international conference centre of Initiatives of Change in Caux, Switzerland, in July. It attracted participants from 26 countries. They included businessmen and bankers, social entrepreneurs and farmers, academics and consultants, campaigners on the environment and sustainable development, university students and families. Margaret Heffernan, well-known Texan entrepreneur and author, gave the opening keynote address. She expressed 'a tremendous sense of urgency' about the need to 'salvage our institutions from the infernal combustion of money, power and competition before it's too late'.





# SUSTAINABLE LIVING



## Caux Forum for Human Security

The Caux Forum for Human Security works towards a worldwide coalition of conscience, committed to the transformation of attitudes, and to decision making guided by a holistic understanding of human security, grounded in relationships of trust.

Its approach to human security focuses on five themes – just governance, inclusive economics, healing memory, intercultural dialogue and living sustainably.

The fifth annual Forum took place in July in Caux, Switzerland, bringing together 300 participants from 56 countries. Significant delegations came from South Sudan (including two deputy ministers, a state governor, chairs of parliamentary committees, members of parliament and senior officials) and Burma/Myanmar (Secretary of the Chin National Party, the director of the Karen Women's Action Group, and others emerging into political and civic leadership) as well as Ukrainian civic activists and 21 from Francophone Africa who are leaders in government, civil society and academia.

Highlights included Micheline Calmy-Rey, former President of Switzerland, speaking on the opening day about the need to get out of a 'black and white view of the world, where countries and peoples can only be friends or foes', and former Australian Prime Minister, Kevin Rudd, speaking alongside two

Aboriginal leaders about the historic apology by the Australian Government for cruel and misguided policies towards Aboriginal Australians.

## Restoring Land Restoring Lives

A full day at the Caux Forum for Human Security was devoted to the restoration of degraded land and its relationship to conflict and trustbuilding. The day was co-organized with the UN Convention to Combat Desertification (UNCCD) and featured panelists Luc Gnacadja, Executive Secretary of UNCCD and Elizabeth Thomson, Executive Coordinator of the Rio+20 Earth Summit. The previous month, a delegation from IofC had attended Rio+20 where they organized a side event to present IofC's approach to land restoration and trustbuilding.

IofC's initiative for land restoration through trustbuilding (now called Initiatives for Land, Lives and Peace [ILLP]) also works at the grassroots level. A pilot programme in Kenya in April brought together 35 leaders, representing all the main groups in Marigat town, near Lake Baringo, for a workshop entitled Trust-building for sustainable development. It culminated with all participants agreeing to form a committee to work for peace and sustainable development in the region.



## Farmers' Dialogue International

After several years operating as an informal programme of IofC, Farmers' Dialogue International was launched as an international association in November in Kenya in front of an audience of 100 people. Ten people from 10 countries signed the supporting document. It came at the end of a five-day Training for Trainers for East African farmers held near Nyahururu. Farmers' Dialogue aims to link farmers internationally and to support and renew their calling to feed the world, primarily through conferences and training events.

## Grampari Rural and Ecology Centre

Grampari, IofC's rural and ecology centre, was established in 2007 in the grounds of the IofC centre in Panchgani, India, to help neighbouring rural

communities and rural India in general. As well as pioneering environmentally sustainable farming techniques and water management, Grampari runs regular training programmes for villagers on the themes of:

- **Livelihoods** – providing opportunities for self-employment and entrepreneurship
- **Leadership and Governance** – strengthening local institutions, developing ethical leaders and empowering women
- **Health and Environment** – improving quality of life through access to safe and sustainable drinking water, hygiene and sanitation and building capacity through natural resource management.





# CAUX, SWITZERLAND

# ASIA PLATEAU, INDIA

**FOUNDED ON THE SACRIFICES OF SWISS VISIONARIES WHO ENVISAGED A PLACE TO REPAIR A BROKEN EUROPE AFTER WORLD WAR II, THE CAUX CONFERENCE CENTRE CONTINUES TO SERVE AS A HOME FOR THE WORLD – A COMMON SPACE WHERE PEOPLE FROM ALL CULTURES AND ALL WALKS OF LIFE CAN COME TOGETHER TO SEEK ANSWERS TO THE WORLD’S CHALLENGES, STARTING WITH THEMSELVES**

In 2012, Caux welcomed 1,265 guests over the summer months to explore the vital link between personal and global change through five conferences, the Caux Scholars Program and the Caux Interns Programme. Intentionally designed to bring together diverse people ranging from UN executives and bank directors to grassroots practitioners and university students, the conferences tackled multiculturalism, human security, economics and other topics with this inner-outer method and holistic approach.

One of Caux’s core strengths continued as volunteers arrived from around the world, giving nearly 10,000 hours in support of the centre.

In 2013, Caux builds on an emerging theme with a summer of conferences under the banner Caux Initiatives for Human Security – A people-centred approach.



*I think the spirit of Caux is alive and well as I see it in the faces and the lives of the people who are here. What I see is this constant thematic of personal change to bring about social and global change – easy to say, hard to do. But unless we are refreshed in that mission by coming to oases capable of providing that water then we lose sight of both the spirit and the power of that mission.*

THE HONOURABLE KEVIN RUDD MP,  
PRIME MINISTER OF AUSTRALIA, 2007-2010

**WITH OVER 4,000 PARTICIPANTS ATTENDING 30 TRAINING PROGRAMMES EACH YEAR, ASIA PLATEAU, IofC’S 68-ACRE CONFERENCE CENTRE IN PANCHGANI, INDIA, DELIVERS ETHICAL LEADERSHIP DEVELOPMENT TRAINING TO ALL LEVELS OF NATIONAL AND REGIONAL LIFE**

Asia Plateau delivers three major programmes: Heart of Effective Leadership, Ethical Living and Leadership and Ethics in Public Governance. These courses, typically ranging from 3-6 days, draw participants from the Indian Administrative Service, private companies, non-governmental organizations and leading public sector organizations such as the Municipal Corporation of Mumbai.

It also supports Grampari, a rural development initiative that puts IofC into practice at the grassroots level to serve the rural community through training local government leaders and modelling environmentally sustainable solutions. One example is tippytap.org, a campaign in schools to promote handwashing with soap, that has the potential to prevent over 40% of child deaths.

A highlight of 2012 for Asia Plateau was the international Making Democracy Real conference in January (see also page 8). The conference was a response to the wave of fledgling movements for democracy in Arab countries and elsewhere. Participants came from 32 countries with significant delegations from Egypt and South Sudan.



*In another sphere of working life, the IofC experience led to a new initiative in SERP with the potential to take the organization to new heights. The SERP-IofC collaboration has already provided similar transformational experiences to nearly 50 of our top executives who are having a silent but powerful impact in the functioning of the organization. The challenge now is to design a curriculum in the local language to provide such experiences to all our 10 million Self Help Group women.*

B RAJSEKHAR, CEO, SOCIETY FOR THE ELIMINATION OF RURAL POVERTY (SERP), ANDHRA PRADESH





# OUR APPROACH

## lofC WORKS TO TRANSFORM THE THINKING AND LIVING OF INDIVIDUALS, COMMUNITIES AND SOCIETIES. ITS MESSAGE IS AS RELEVANT AS EVER: EACH OF US CAN HELP TO TACKLE THE ROOT CAUSES OF WORLD PROBLEMS, AND THE FIRST STEP IS TO TACKLE THE FEAR, HATE, GREED AND INDIFFERENCE IN OUR OWN LIVES

Whether at the local or international level, people are at the centre of lofC's approach, linking global and personal change. lofC's programmes aim to be inclusive, with participation ranging from students to ambassadors, farmers and CEOs. Everyone, has a part to play and a story to tell.

Our work focuses on the human dynamic of any lasting change. We uphold a self-reflective approach and values-based living as primary tools in this effort and encourage people to make steps of change in their own lives, dialogue about it with people of diverse cultures and circumstances and take action with those people to drive results in a community or country.

Our methods for doing this primarily include training, dialogue facilitation and conferences as well as various development initiatives and personal interactions. Our local teams are our strength, while our international network tries to share lessons learned and expertise. With our bottom-up structure which encourages local ownership we see our

role as one of accompanying, strengthening, and empowering individuals to be the change they want to see in the world.

Locally, lofC has partnered with hundreds of civil society groups and government agencies, and has received funding from individual donors and large grant-making bodies such as the Kellogg Foundation. lofC projects have also been funded by bodies such as the Departments of Foreign Affairs of Switzerland, Germany, Belgium and the Netherlands, and the United States Institute for Peace. Currently, one of our major partnerships is with the UN Convention to Combat Desertification (UNCCD).

**“** *In my experience in international and UN affairs, I know of no other NGO with lofC's perspective – that it is the lack of trust and values which really is at the core of the international community's inability to address questions of human survival.*

DR MARTIN FRICK, AMBASSADOR, GERMAN REPRESENTATIVE TO THE UNITED NATIONS AND INTERNATIONAL ORGANIZATIONS IN GERMANY

## FINANCES

Initiatives of Change International is financed by a combination of individual contributions, member contributions and foundation and government grants. This financial report reflects the budget of lofC International, a central hub that serves lofC's global network and local projects. It should be distinguished from the rest of the report, which aims to represent lofC's work worldwide, typically done by local teams with separate budgets.

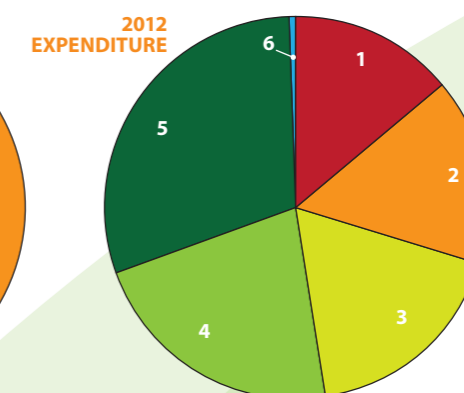
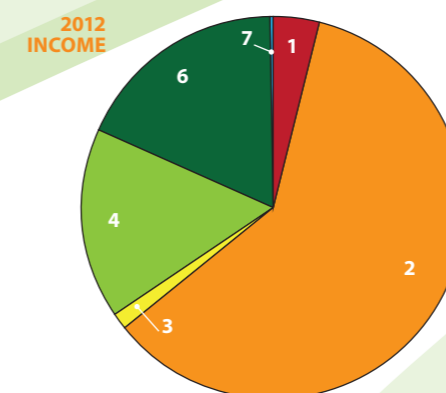
lofC seeks to ensure the optimal use of all funds in the context of an organization that is both global and evolving. Two notable changes in the past two years include the conclusion of a large project in Burundi and a major investment in infrastructure and personnel. We are continually reviewing our income generation strategy to adapt to new conditions and deliver on our mission.

## INITIATIVES OF CHANGE INTERNATIONAL

Income and Expenditure Account for the year ended 31 December 2012

	2012	%	2011	%
	CHF		CHF	
<b>INCOME</b>				
1. Membership Fees	36,898	4.0%	36,875	4.5%
2. Donations from lofC National Associations	558,996	60.2%	206,255	25.2%
3. Webservices fees	11,696	1.3%	11,051	1.4%
4. Other Donations Received	151,489	16.3%	19,555	2.4%
5. Donation of Office Space	0	0.0%	27,736	3.4%
6. Income from Transnational Projects	166,430	17.9%	514,536	62.9%
7. Other income	2,287	0.2%	1,667	0.2%
	<b>927,796</b>	<b>100%</b>	<b>817,675</b>	<b>100%</b>
<b>EXPENDITURE</b>				
1. Work with International Organisations	113,337	14.1%	128,817	16.0%
2. International website & Communications	129,818	16.2%	107,800	13.4%
3. International Council	150,972	18.8%	49,260	6.1%
4. Transnational Projects	168,879	21.0%	490,158	60.9%
5. Operations, administration and coordination	237,001	29.5%	27,648	3.4%
6. Interest and exchange differences	2,966	0.4%	1,745	0.2%
	<b>802,973</b>	<b>100%</b>	<b>805,428</b>	<b>100%</b>
Income less expenditure	124,822		12,247	
Attribution to reserves *	-100,000		0	
<b>SURPLUS/(DEFICIT) FROM OPERATIONS</b>	<b>24,822</b>		<b>12,247</b>	

Note: (1) All the figures are rounded up to the nearest Swiss Franc. \* Contribution specified for this use.







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