



Initiatives of Change  
Switzerland



# ANNUAL REPORT 2018



Building trust across  
the world's divides

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## EDITORIAL

Trustbuilding and ethical leadership are becoming more and more important, as the world faces the challenges of climate change, polarization, violent extremism, corruption and war.

While many organizations work on the policy level, Initiatives of Change Switzerland starts at the personal level. In this way we complement the other initiatives which work for a better world. Our tools of story sharing and silent reflection challenge leaders to work on the self, so as to better contribute to changes at the systemic level.

lofC Switzerland's goals could not be more relevant at this time. We aim to inspire people to find purpose, values and courage for action. We equip people with the tools and knowledge to become changemakers. And we connect people from different backgrounds in a common bid to address the complex challenges facing humanity.

2018 was another exciting year for lofC Switzerland. More than 1,300 people came to the summer's Caux Forum to discuss such burning issues as how to build trust in times of disruptive technologies, how land restoration can contribute to peace and how to address violent extremism.

At the same time the Foundation is facing financial challenges. We have had to implement significant changes to increase our income and decrease our costs. It is our aim to lead the Foundation towards a sustainable future, so that the Caux Palace can continue to be available to the world, fulfilling the vision of those who invested so much to buy it, 73 years ago.

In November 2018, Antoine Jaulmes stepped down as President of lofC Switzerland. We are so grateful for the precious input, support and leadership he has given over the last six years. He will remain a member of the Council and, in particular, advise us on relations with the international network of lofC.



**Barbara Hintermann,**  
Secretary General, lofC Switzerland



**Christine Beerli,**  
President, lofC Switzerland

# ABOUT US

Initiatives of Change Switzerland's vision is of a just, peaceful and sustainable world in which people act from a sense of global interdependence and responsibility.



Just World



Peaceful World



Sustainable World



Discover More

## Who We Are

Initiatives of Change (IofC) Switzerland, registered as CAUX-Initiatives of Change, is an independent, officially recognized Swiss foundation.

We organize year-round programmes, events and facilitation services across Switzerland to promote peace, reconciliation, trustbuilding and ethical leadership by **inspiring, equipping and connecting** individuals, groups and organizations to be the change they want to see in the world.

We have owned the historic Caux Palace since 1946. We organize our flagship event, the **Caux Forum** (see page 12), there every summer, in collaboration with the global IofC network and partners.



Be inspired to take action and to be the change you want to see in the world through stories, encounters and silent reflection.



Be equipped with tools, knowledge and experience in peace, reconciliation, trustbuilding and ethical leadership through our learning programmes, seminars and conferences.



Connect with yourself, your inner values and with others, widening your perspectives and building a diverse network of changemakers for greater collective impact.

## Our Approach

**Change starts with me:** IofC believes that personal and global change go hand in hand. Each individual has the power and the responsibility to self-reflect and align their actions with their values, thus 'being the change' they want to see in the world.

**Creating a safe space:** Throughout all its activities, IofC seeks to create a confidential space free from judgment, where each individual can speak freely regardless of their cultural, spiritual, social or economic background.

**A values-driven approach:** IofC Switzerland encourages individuals and organizations to act according to a common set of human values. These create a strong basis for true dialogue, personal and common decision-making and action, and self-development. IofC Switzerland's core values are: absolute respect for human dignity, truth, solidarity and care.

## Our Tools



**Story sharing:** We encourage individuals and groups to share their stories not only to inspire others but as an aid to personal clarity. This exchange of experience and insight is common to all our activities. Story sharing builds trust, creates connections between people and develops a sense of common humanity. It has proved a powerful tool for enabling honest conversations, empowering individuals and igniting personal inspiration and action.



**Silent reflection:** In a fast-paced world, IofC recommends slowing down, listening to and reconnecting with our inner selves and values. Reflection in silence is a practical tool for self-assessment and a means to access creativity, leading to values-driven action.



**Rainer Gude,**  
Strategic Partnerships  
Manager, held a talk  
at TedxUniGeneve on  
'Silence and Love: two tools  
for practically everything.'

<https://youtu.be/khHdiWOpamY>

## OUR NETWORK

Initiatives of Change (IofC) is a worldwide movement of people from diverse cultures and backgrounds which focuses on 'building trust across the world's divides'. IofC Switzerland is a member of Initiatives of Change International, a non-profit organization registered in Switzerland, serving the wider IofC movement. Its formal membership is made up of 36 national bodies and programmes. Each member operates autonomously on projects addressing specific local needs.

**Friends of Caux:** The Friends of Caux Association works actively with IofC Switzerland. The Association connects people living in Switzerland who are interested in implementing projects that further the aims of IofC Switzerland and increase the visibility of the Caux Forum. To this end, the Association promotes IofC Switzerland's activities by organizing events in Switzerland throughout the year.

**Creators of Peace:** Creators of Peace (CoP) is a global network of people, mainly women, working on different continents through Creators of Peace Circles, workshops, personal encounters, community building activities and international conferences. The programme was launched at a conference in Caux in 1991. Peace circles are regularly held in Switzerland.



**Initiatives of Change**

click here to go to the IofC International website

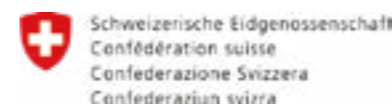


## OUR PARTNERS Discover More

### Institutional Partners:



### Organizations we work with:



'Initiatives of Change has been a trusted partner of GCSP for many years on projects related to peacebuilding and migration. It combines a unique and inspiring location in spectacular Caux with a savoir faire on mediation that dates back to its historic contribution to reconciliation in Europe after the Second World War. It has grounded its work on solid principles of inclusivity and open-mindedness. Its contribution to peace and mutual understanding will likely be more in demand in the future.'

**Ambassador Christian Dussey**  
Director, Geneva Centre for Security Policy (GCSP)



## OUR 2018 HIGHLIGHTS: BUILDING TRUST

The challenges threatening the world today need to be addressed in a collaborative, inclusive and creative way, and this requires trust between actors at all levels. In 2018 IofC Switzerland's work to build trust included:



In November 2018, 75 people participated in 'Peacebuilders – voices from local communities', co-organized by IofC Switzerland and the UN Library in Geneva. Three of the five speakers were brought in by our partners: the Kofi Annan Foundation, the International Organization for Migration (IOM) and the Network for Religious and Traditional Peacemakers.



**Caux Forum**

**Geneva Peace Week**

**Enriching Encounters: Building Trust One Story at a Time**

**Enriching encounters between neighbours:**  
in May, we organized a human library in collaboration with the City of Geneva and the Antenne sociale de Proximité Eaux-Vives/Cité Champel.

On the International Day of Tolerance, IofC was invited to contribute to a panel discussion hosted by the UN Library in Geneva on 'Solidarity, Dialogue and Tolerance among Nations: towards a culture of peace'. IofC received the Ousseimi Prize for Tolerance in 2014.



**Contributing to the UN Library Tolerance Day**

**Migration Conference Cycle**

**Moderating the Geneva Peace Talks**

The sixth edition of the Geneva Peace Talks, on 21 September 2018, had the theme of 'Peace beyond Borders'. In previous years, we have provided speakers, but this year we were asked to co-moderate the event. IofC has built up a reputation in international Geneva for doing events differently by focusing more on personal stories and offering opportunities for interpersonal connection and even for silence. It was impressive to see **600 people** sitting in silence to let all the stories they had heard sink in!

We improved our remote access participation: we livestreamed every main session of the Caux Forum.

See page 12



In a multicultural and ever-changing society, human libraries transform unlikely encounters into enriching ones, through facilitated story sharing.

Since 2016, IofC Switzerland has facilitated **13 human libraries in Bern, Montreux, Vevey and Geneva, reaching over 600 people**, ranging from local associations to the United Nations.

**Furthering exchange and connections:**  
in May, we organized an enriching encounter between the local population and migrants in partnership with the Centre de la Roseaie in Geneva.

**Four public events, 155 participants:** After a speed meeting in 2017 between different actors in the migration scene in Geneva, IofC Switzerland, the Hospice Général and the Geneva Centre for Security Policy (GCSP) co-organized a conference cycle in 2018. The series of events encouraged local and international stakeholders working on migration and integration in Geneva to exchange views with each other and with those affected by migration policies. The format mixed presentations, personal accounts and exchanges. This led to a rich exchange on the personal, professional, local and international levels.

## OUR FACILITATION AND TRAINING OFFER

lofC Switzerland has over 70 years of experience in dialogue and event facilitation. We regularly work with organizations and groups to make their events and training programmes more participatory and engaging, by bringing in an human-centered approach.

We offer a combination of well-established facilitation methods and the lofC approach; facilitation tailored to context and needs; and a safe space where individuals and groups can have deeper and more meaningful conversations, explore new possibilities and plan action.



### Conferences with more than 100 participants

In March lofC Switzerland was invited to facilitate an interactive session during the annual conference of ICVA (International Council of Voluntary Agencies) in Geneva. The conference aimed to introduce actors from the humanitarian, development and peace sectors to each other so that they could learn from one another. The lofC session, entitled 'Understanding our comparative advantages', was facilitated by Rainer Gude and Sofia Mueller from lofC Switzerland. Over **130 participants** were invited to choose one of 12 storytellers to engage with. They appreciated the depth of discussions and the meaningful conversations.

For more interaction, we organized a Human Library at the Competence Centre on Humanitarian Negotiation (CCHN)'s annual assembly in December 2018. The event disrupted the classic conference-expert dynamic, creating a wholly different atmosphere.

### Seminars and dialogues

In May, lofC Switzerland facilitated the plenary sessions of an informal dialogue on 'Migrants and Refugees in the Compact Era: ensuring that no one falls through the cracks', organized by the International Catholic Migration Commission (ICMC) in partnership with the Action Committee in Geneva.

Our facilitation supported open and honest conversations between representatives from civil society, governments and international organizations. Out of these discussions an outcome document was produced, which proposed new language and good practices for the Global Compacts on refugees and migration, for use in forthcoming negotiations and advocacy.

### Training

In 2018, lofC collaborated with the Centre of Competence on Humanitarian Negotiations (CCHN) on training sessions for humanitarian negotiators at the Caux Conference and Seminar Centre. We brought in the lofC approach, participative training methods, story telling, slowing down and starting with oneself. This collaboration will continue in 2019, in different venues around the world.

**Building trust within a team:** lofC continued to offer teambuilding workshops to youth organizations such as Euforia.

### Training in facilitation

**lofC Switzerland in partnership with ICA:UK continues to offer facilitation training for individuals, groups and organizations throughout the year. In 2018 we focused on 'Facilitating Organizational Change'. In 2019 we will offer 'Group Facilitation Methods' and 'Participatory Strategic Planning'.**



'Partnering with lofC has been an excellent support for CCHN, especially as we share the value of building a global community of practice. lofC has accompanied us in developing robust methodologies for facilitation and by offering a privileged space in Caux for meaningful dialogue with frontline negotiators on critical challenges dealing with armed groups. We are thankful for this trusted relationship which accompanies the development of CCHN.'

**Claude Bruderlein**  
Director, Centre of Competence on Humanitarian Negotiations (CCHN)

'The event's success was largely due to lofC's demonstrated facilitation skills, respectful attitude and excellent preparation.'

**International Catholic Migration Commission**



'This training course was an excellent introduction to participatory facilitation for organizational change.'

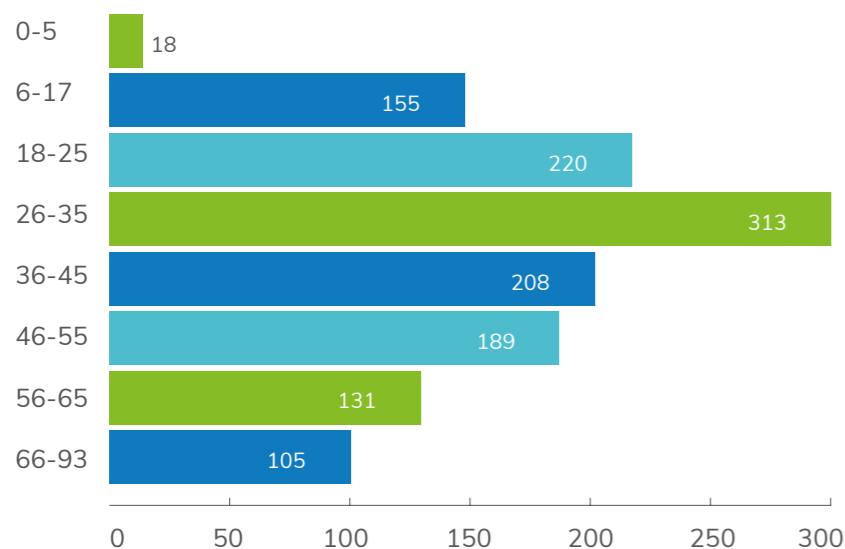
**Laure Felix-Bower**  
Project Manager,  
International AIDS Society

# CAUX FORUM 2018 IN NUMBERS

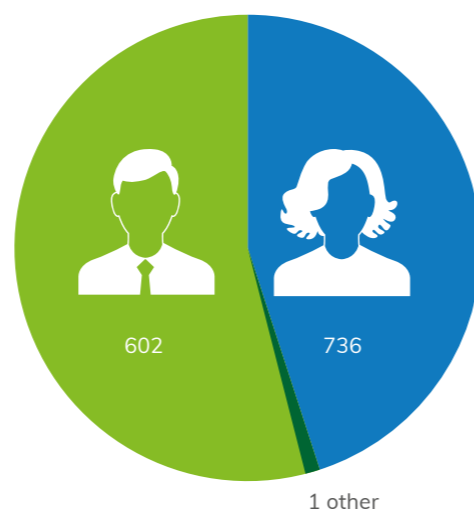


**1,339 PARTICIPANTS**  
**110 NATIONALITIES**  
 participated in the 2018 Caux Forum

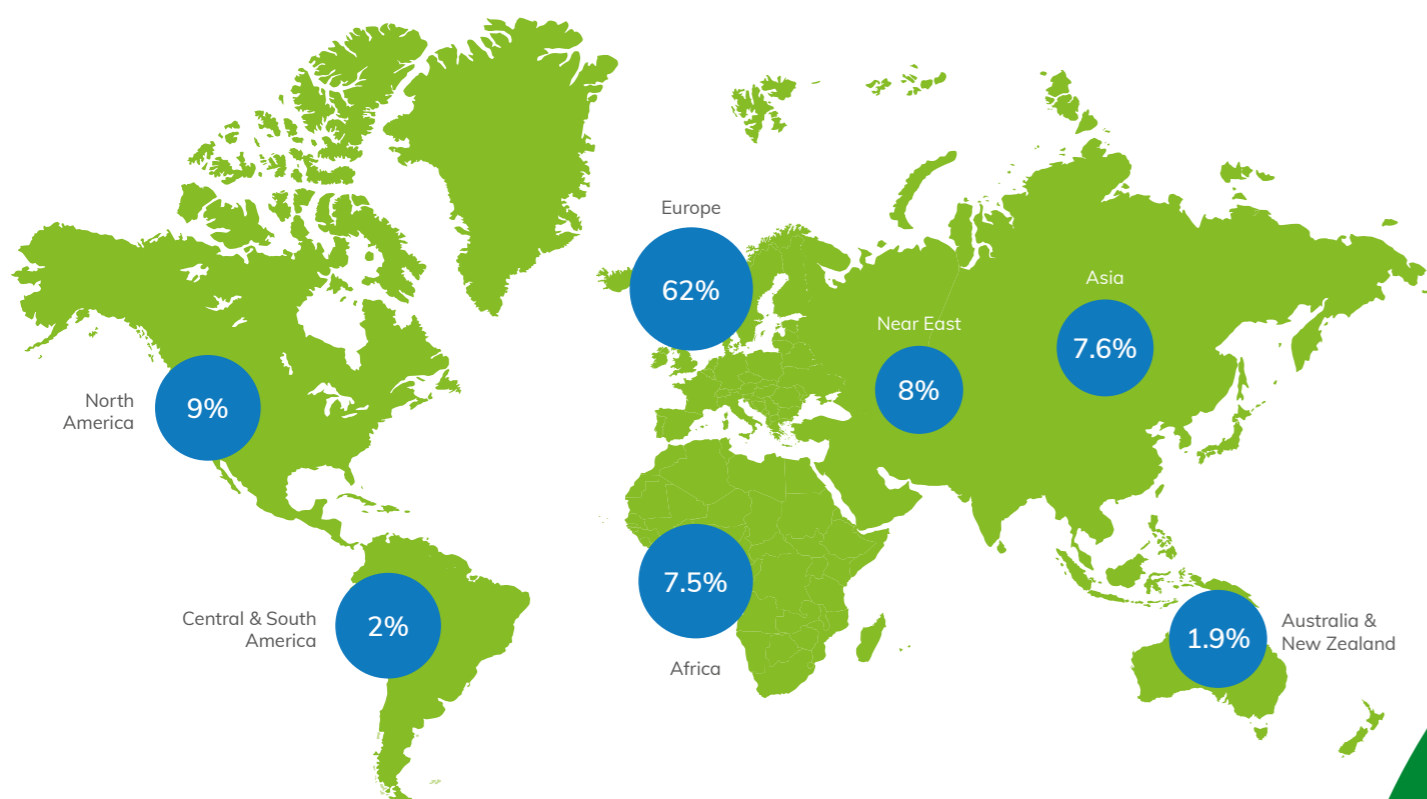
Overall age breakdown



Overall gender breakdown



Overall geographical breakdown



# THE CAUX FORUM – A PLACE FOR INSPIRATION AND PERSONAL CHANGE

1,339 people of 110 nationalities attended the Caux Forum 2018, making connections at a personal, human and global level. The beautiful and inspiring setting of the Caux Palace allowed for new synergies, self-reflection and commitment to action. Thank you to all who contributed whether as conference participants, speakers, training programme participants, staff, volunteers, online or daily visitors.

## What is the Caux Forum?

The annual Caux Forum, a programme of conferences, training and dialogues, aims to inspire, equip and connect individuals, groups and organizations so that they can build a just, peaceful and sustainable world.

## Opening Ceremony:

On 28 June 2018 the Mayor of Montreux, Laurent Wehrli, and the then President of IofC Switzerland, Antoine Jaulmes, opened the Caux Forum in front of an audience of over 200. The main focus of the day was a panel on building trust in the digital age. The speakers were Yves Daccord, ICRC Director General, Susanne Marrell, former CEO of Edelman.ergo Germany, and Béla Hatvany, entrepreneur and inventor of the touch screen. The panel was chaired by Christine Beerli, then a member of the council of IofC Switzerland.

## Unique to the Caux Forum:

The Caux Palace, a former Belle-Époque Grand Hotel nestled in the mountains 1,000m above sea level, has a breathtaking view over Lake Geneva and the Alps. It provides a unique and inspiring setting for the Caux Forum.

### Silent reflection

In a fast-paced world, Caux offers the opportunity to slow down, experience silence, and reflect on what truly matters. Silent reflection is a practical tool for self-assessment and a means to access creativity leading to values-driven action.

### Story sharing

Caux encourages individuals to share their own stories to inspire others. This personal exchange of experience and insight is common to all our main events, dialogues and training programmes. It has proved a powerful tool for enabling honest conversations, building trust and igniting personal inspiration and action.

### Serving the community

Participants and speakers are divided into 'community groups' of up to 15 people. These offer a more intimate space for exchanges on what has been experienced in the plenaries and on applying the IofC approach. The communities also practise 'elbow diplomacy', helping with some elements of running the conference centre, such as serving meals. Working together helps participants to connect with each other in a more informal setting, places everyone on an equal footing and breaks down silos.

'The Caux experience is both unique and essential in today's fast-paced, connected and complex world. Caux provides a much needed space that combines learning on important issues with wisdom sharing and reflection. The environment and the activities are energizing and restorative, and the "in service to each other" philosophy allows you to experience a deeply human-centred approach to leadership.'

**Peter Cunningham**  
 Geneva Alliance Co-Director, Geneva Centre for Security Policy





## Ethical Leadership in Business

28 June – 1 July




### Driving innovation and building resilience in business and society

Artificial intelligence, robotics, virtual reality, 3D printing, blockchain and other 'disruptive technologies' are transforming the way we work, live and relate to each other. Ethical Leadership in Business explored the question of how to lead in times of technological innovation. Participants learnt how ethical leadership can drive innovation and build resilience, both strengthening organizational performance and furthering the future of society. A highlight was the debate between Father Eric Salobir, founder of the OPTIC network and consultant to the Holy See, and Professor Nadia Thalmann, robot inventor, on the ethical issues surrounding the use of robots.

Participants had the choice of seven workshops, ranging from business foresight exercises to how to create a simple life in a complex and digital world. They could also take part in Bay Window Talks on such subjects as 'What makes us human in the machine age?' and 'Will we stop working?'.

At the Human Library Café, participants could 'read' personal stories told by 'human books', Vivek Asrani, owner of an industrial supply company in India, and Kristin Engving, founder and CEO of WINconference, which promotes women in global leadership roles. They told how inner strength and resilience grew as they faced up to personal and professional challenges that demanded values-based decisions.

This small 'conference retreat' gave participants of 23 nationalities the opportunity to connect meaningfully, build trust and co-create actions together. This continued after the event as participants connected through an Ethical Leadership in Business group on LinkedIn.

 Ethical Leadership 2019 will be 'rethinking trust in the digital age' from the 27-30 June.



'Caux truly left me feeling more inspired and empowered than I have ever been before. Just simply being in the room with people from all walks of life with so much knowledge in their domain impacts you in the most amazing way possible.'

**Tanujah Swaminathan** SOC Defence Analyst at Deutsche Bank

'Talking meaningfully about ethics requires making human connections, and at Caux you will connect meaningfully.'

**Patrick Sweet** Co-Director of the Geneva Leadership Alliance

'Ethical Leadership in Business provides a very open and calm environment for conversations where we take the time to listen. This means we can tackle tricky topics differently from how they are treated in the press. Here we can share ideas with a new approach to ethics and technology.'

**Father Eric Salobir** President OPTIC Technology



## Just Governance for Human Security

4-9 July



### Exploring our part in the Global Goals

The UN's Sustainable Development Goals (SDGs) call on global citizens to address the social and economic issues which threaten communities worldwide. Over five days, participants in Just Governance for Human Security (JGHS) explored their own role in meeting the SDGs.

'We cannot talk about human security without looking at it holistically,' stated Aja Fatoumatta Jallow-Tambajang, former Vice-President of The Gambia, in her keynote address. She challenged participants to reflect on what they could do to achieve the SDGs in their communities, and pledged to play her own part in championing just governance for human security.

The forum offered an array of plenaries, peacebuilder-in-action sessions and space to reflect. Workshops included conflict resolution skills, dialoguing across difference, non-violent action, advocacy and resource management planning. An excursion to a local family-owned winery centred on environmental sustainability and food security.

For a second year, the humansecurityX certificate track programme ran parallel to the event, offering an indepth exploration of the six pillars of human security: good governance, sustainable living, inclusive economics, care for refugees, healing memory and food security.

'Our fate as human beings is intertwined in ways which may not always be obvious,' said Ghana's Minister of Education, Dr Matthew Opoku Prempeh, in a message delivered by his Press Secretary. 'We find common threats and footprints which affirm our shared community.' Dr Edward Mabaya, Assistant Director of the Cornell International Institute for Food, Agriculture and Development, emphasized the role of education as a tool for addressing rural poverty in Africa.


Increasing displaced or excluded people's access to financial services was a key to stimulating local economies, maintained Rado Razafindrakoto, financial inclusion specialist for Madagascar's Ministry of Finance and Budget.

Participants shared their own experiences of applying the human security pillars and SDGs. 'Change comes from within, and stories motivate others to make changes,' said Ukrainian academic, Victoria Vdovychenko. 'This is the secret of making a can-do generation.'

As the conference drew to its close, delegates made pledges to take actions during the next 90 days. These ranged from listening more closely in relationships to advocating for policy change.

In the months leading up to the conference, the JGHS team along with a group of UN volunteers produced a downloadable E-book, *Crossing Paths: a guide to the Pillars for Human Security and the 2030 Global Goals*.

In April, the team also organized a retreat in Caux, generously supported by a 2017 attendee, for women leaders to prepare for the summer conference and explore the role of women as drivers towards positive change.

 2019's Just Governance for Human Security will take place from 2-7 July.



'The FDFA's work and that of the Caux Forum are complementary. The FDFA concentrates on the political level whereas Caux focuses more on the personal, individual level. The Caux Forum is part of the Swiss ethos of defending human values.'

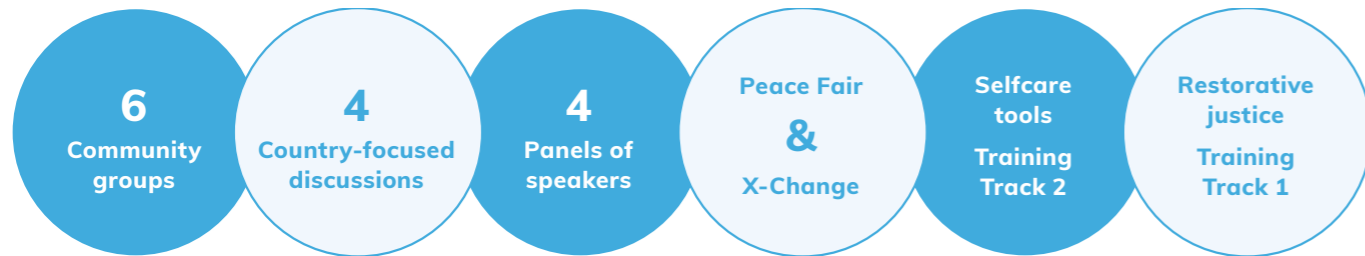
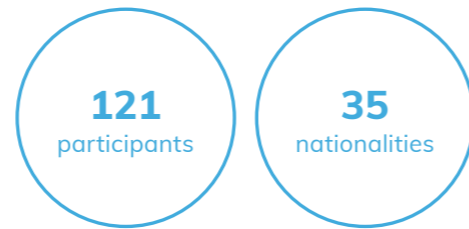
**Carol Mottet** Senior Advisor, Human Security Division, Swiss Federal Department of Foreign Affairs (FDFA)





## Towards an Inclusive Peace

11-15 July



### Restoring communities, advancing justice

'Peace is not possible when some citizens are robbed of their dignity,' Faisal Bin Muaammar, Secretary General of the KAICIID Dialogue Centre, told the opening session of the Towards an Inclusive Peace (TIP) conference. Over the next four days, participants explored the impact of violent extremism on local communities and how those communities can be restored.

'Extremism happens when people are on the periphery, when they are left out,' said Amjad Saleem, Manager of the Inclusion, Protection, and Engagement Unit at the International Federation of Red Cross and Red Crescent Societies. Mohamed Abu-Nimer, senior advisor to the KAICIID Dialogue Centre, stressed that social justice was key to addressing violent extremism: 'We need to move away from the security paradigm and use interfaith dialogue and other mechanisms to achieve peace.'

Participants could choose between two training tracks: restorative justice and selfcare. Restorative justice challenges personal stereotypes about perpetrators and victims: it is a radical proposition, based on a belief in the goodness of humankind and the possibility of transformation. Selfcare is vital for peacemakers, who are often exposed to high levels of stress and secondary trauma, which can impact their work and capacity for empathy. Both tracks offered participants tools to take back into their lives and communities.

TIP 2019 (8-12 July) will explore the three principles of prevention – inclusiveness, sustainability and context – whilst, also discussing the role of resilience in preventing societies from descending into crisis.

'Trust is about humanizing, building relationships and promoting interactions to dispel myths about each other.'

**David Smart**  
Superintendent in the National Counter Terrorism Policing HQ, UK



## Caux Dialogue on Land and Security

17-21 July



Read the 2018 Round Table Declaration

### Living Landscapes: land restoration for conflict resolution

2018's Caux Dialogue on Land and Security (CDLS) addressed the connections between land degradation and conflict, and restoration and peace.

By 2050 the world will need 70 per cent more food and 50 per cent more water, Pradeep Monga, Deputy Executive Secretary of the UN Convention to Combat Desertification (UNCCD), told the opening session. Land degradation increased crisis and undermined humanity's wellbeing. Smallholders had a key role in producing solutions.

The first day of the conference explored the links between land restoration and conflict resolution. Former US Congressman Dennis Kucinich addressed the dangers of polarization between communities, states, nations and religions. 'We should challenge ourselves to be more than we are, to be better than we are and to achieve reconciliation with the natural world.'

The second day focused on ecosystem and land restoration, an issue that has no borders. Degradation in one place can impact conditions in another country.

The speakers presented many ways of addressing land degradation, including practical projects, technical solutions and new financial mechanisms. For example, in Myanmar, BioCarbon Engineering employs drones to restore ecosystems and plant trees, while the Worldview International Foundation creates sustainable jobs for communities. Tree planting there has been financed through Lykke Wallet blockchain-powered tree coin.

Peter Rundell and Olivia Lazard of Initiatives for Land, Lives and Peace (ILLP) opened the third day, on peace, by pointing out that lack of knowledge leads to disasters and that global inequality is growing at increasing speed. Ensuring that development benefits the poor, supports smallholders and provides jobs for young people is crucial.

Pradeep Monga, Deputy Executive Secretary of UN Convention to Combat Desertification speaking at the opening session

According to the Founder of 4GGL, Jin In, every year more girls are killed, aborted and neglected than boys. Increasing the level of girls' education and empowering women will further all the UN's Sustainable Development Goals.

Speakers told of projects they had started in Africa, Asia and Europe aimed at raising environmental awareness, and promoting peace and regeneration. They included groups in Ukraine and Russia working to restore cities and villages and faith-based initiatives to address climate change.

On the final day, speakers discussed innovative ways to finance landscape restoration. The presentations emphasized the need for the monetary system to support regeneration and suggested that blockchain technology could help to increase trust in the economic system. They called for a shift in the profit system, so that the economic incentive to degrade land is replaced by incentives to restore it.

The CDLS organizing team brought the outcomes and the discussions of the 2018 conference further to other international gatherings including the UN Climate Summit COP 24, the World Economic Forum and the Global Climate Action Summit.

CDLS is organized by ILLP, IofC Switzerland, UNCCD and the International Union for the Conservation of Nature (IUCN). CDLS 2019 will take place from 27-30 June.



'The Caux Dialogue is one of the only places in the world where you can hear the head of a department at Oxford University speak right next to a Syrian woman, who is creating peace circles to help others cope with the tyranny of war. I found this equality of message humbling.'

**Ben Callison**  
Managing Director of Borneo Orangutan Survival UK



## Addressing Europe's Unfinished Business

23-27 July



### Tools for changemakers

A primary school teacher from Belarus sits at the lunch table with an ex neo-Nazi from Sweden, who now works to prevent extremism among youngsters. 'What can we do as parents and teachers?' she asks him. The next day, two floors higher in the building, a group of Kurds, Turks and Armenians from the diaspora discuss how to organize an international platform for dialogue. A woman involved in dialogue in Eastern Ukraine pitches in with her experience of engaging the broader public.


This is exactly the kind of exchange of knowledge, experience and tools that Addressing Europe's Unfinished Business (AEUB) sought to foster during its 2018 gathering. Participants came from such fields as education, human rights, healthcare, media, business and politics, and included young participants in Learning to be a Peacemaker and the Young Ambassadors Programme (see page 20).

This year's conference focused on the skills needed for developing social cohesion, trust and dialogue in a fractured world. Through the four-day training tracks, personal storytelling, plenaries and informal meetings, key challenges to working for social cohesion were identified.

'The paradigm structure of our time is the network,' said the British diplomat and politician Lord Ashdown in his keynote speech. 'The work for a better world is part of the equation for our survival. Don't leave it to somebody else.' 'We have no alternative but to engage in constructive dialogue,' said Tatiana Peric, adviser on combating racism and xenophobia for the Organization for Security and Cooperation in Europe.

Other speakers illustrated how prejudice can be passed down through families, educational systems and society. 'I felt superior and was manipulated to despise Roma people for no good reason,' said Diana Damsa from Romania. Her Roma compatriot, Simona Torotcoi, told how she was ashamed of her identity, because of everything she heard around her. A Dutch Turk talked about the 'enemies' he inherited from his ultra-nationalist parents.

'How can we make sure we don't fall prey to propaganda as journalists in the middle of a war?' asked journalist Oleksiy Matsuka from Eastern Ukraine, founder of the Donetsk Institute of Information. 'How do we keep presenting information without bias?' He and six other journalists from Ukraine met several times during the conference to discuss these questions. Other important conversations took place between participants from Ukraine, Russia and Belarus.

 In 2019, Addressing Europe's Unfinished Business changes its name to "Tools for Changemakers" and will focus on rebuilding trust in Europe from 14-18 July.



'I wanted to learn tools to work with refugees. I first learned to interrogate myself. I thought I didn't have prejudices, but realized I often unconsciously act based upon biased ideas.'

**Laurence Herr**  
Manager, France



## Children as Actors for Transforming Society (CATS)

30 July – 5 August



### Safe together – working to end violence against children

Children as Actors for Transforming Society (CATS) addresses themes and issues that affect children, and that young people and adults can face together. This year's focus on ending violence against children drew on UNICEF's 'Protective Environment Framework' (PEF).

The framework offers eight key focuses, which CATS displayed as sections of a colourful umbrella. If one part of the umbrella is not working, the rain will get through and the child will not be protected.

There was one workshop for each section of the umbrella, allowing smaller groups to discuss the topic, delve into personal issues and come up with solutions. Parallel arts and skills workshops aimed to help participants put into practice what they had learnt in the workshops. These included sessions on dance, poetry and on helping children speak out. Lauriann from the UK said, 'I have learnt so much from the workshops. I can take ideas to help me with my job. They also helped me understand more about other cultures.'

Everyone came together for a series of Together Times, which built community and allowed children and adults to work together. One highlight was the human library, in which participants volunteered to share their stories of combatting violence against children with small groups. Many hard-hitting and inspirational stories were shared, from overcoming bullying to supporting victims of violence.

In her keynote speech, British Member of the European Parliament Julie Ward told how she uses her position to introduce passionate young people to government officials and others who can help them make a difference. Children, she said, are not only the future, but the present: 'You are the only experts of your own experience.'

Participants were encouraged to present ideas, challenges and workshops related to the theme and to work together once they leave the forum. One group wanted to carry on the conversation on 'how we, as society, stop violence against children'. In another group, a child asked the experts at the forum, 'How can I help children in my class who have learning difficulties?' 'People were so supportive and were signing up to help us from all over the world,' said a participant from Canada.

Many participants shared their gratitude towards the organizing partners, CATS and their fellow participants for their experience at the forum. 'I have found friendships and inner peace at CATS that I will take with me back home,' said one participant in his 20s.



'I was the first person in my family to travel overseas when I came to Caux in 2009. The souls and spirits of the building, the land and the people here had a great impact on me. I came back because I truly believe in young people's voices being promoted.'

**Shawn Andrews**  
Founder of Indigicate, Australia

 British diplomat Lord Paddy Ashdown giving his keynote speech

# EXPERIENTIAL LEARNING PROGRAMMES

## Emerging Leaders

The Emerging Leaders programme at the Caux Dialogue on Land and Security brought together 10 young leaders to explore and share solutions to migration, land degradation and conflict. It provided young innovators with a chance to have their voices heard by policymakers, activists and scientists. They were offered the skills and support to take further action in their own communities or on the international stage.

'People were given the time and space to tell their stories without the fear of being judged or misunderstood. It allowed me to see that, no matter how different our stories, backgrounds and experiences, we shared a stronger commonality – through brokenness, fear, disappointment, forgiveness, vulnerability or even success.'

**Ornella Nana**  
Young Ambassadors Programme 2017

'I am determined to take this learning process further and to find the best way to use my knowledge and skills in the fight to restore land and to prevent conflicts rising from tensions around resources.'

**Nina Bianchi**  
Emerging Leader 2018

## Caux Scholars Program

This four-week academic course, led by IofC US, offers 20 young leaders experiential education in conflict transformation and principled leadership. They learn how to analyze conflicts, understand the factors that create and sustain them, and how to approach conflict resolution. Now in its 27th year, the Caux Scholars Program (CSP) has an active alumni network of more than 1,000 people from 109 countries.

## Young Ambassadors Programme

If Europe is to refine the collaborative spirit that characterized its passage from war to peace, it will need new generations with practical skills, integrity and a sensitivity to the different perspectives of others. The Young Ambassadors Programme, under the aegis of Addressing Europe's Unfinished Business, provided input and connections for 30 young changemakers from across Europe. Young Ambassadors made an eight-day journey, starting with an intensive training programme after which they took part in the conference. They left with a deeper conviction for Europe, with tools to build sustainable change and with connections to a supportive network of 120 alumni. The Young Ambassadors Programme is supported by MOVETIA Foundation.

'It taught me how to reconcile my religion and my identity without having to make a choice.'

**Participant in Learning to be a Peacemaker**

## Week of International Community

A team from IofC's Foundations for Freedom network, which is based in Eastern and Central Europe, led this year's WIC. Thirty-nine people from 10 countries, aged from eight to 77, came to experience the ethos of IofC Switzerland, explore intergenerational trust, outline fresh perspectives on Europe and community building, and learn about non-violent means of communication. Participants also helped to prepare the Caux Palace for the Caux Forum. They described the week as a rich, bonding period.


## Learning to be a Peacemaker

Learning to be a Peacemaker is a five-day course in which young European Muslims and their non-Muslim peers explore the resources for peacemaking in Islamic texts and history. Central themes were the Prophet Mohammed's approach to peacemaking, Islamic Law and its objectives, the ethics of disagreement, the characteristics of a peacemaker, war and peace, violence and extremism, and inner peace.

One participant wrote, 'It was incredibly enriching to learn about the peaceful and loving core of my religion, and to understand what an inclusive teaching it actually is, contrary to everything I've grown up hearing about it.'

# CAUX PEACE AND LEADERSHIP PROGRAMME

The Caux Peace and Leadership Programme offers today's and tomorrow's changemakers a month's combined learning and service opportunity. In 2018, 139 participants explored the values and concepts of peace through dialogue and learnt leadership through working as part of a diverse team to serve the needs of the Forum and its participants. Service to each other mirrors our desire to serve the world.

 Discover More

'Service is an important part of the Caux experience. Helping others helps to establish a good relationship. Everyone feels welcomed here. Service makes you think about others and make others feel good.'

**Veronika**  
2018 CPLP participant, Russia

'Very often we can't even live with our own neighbours who share the same culture. But here we were, 70 people from all around the world and we were able to peacefully live together. I learned that we can accept each other wherever and with whoever we live, it is just a question of our own attitude and of respecting each other.'

**Uliana**  
2018 CPLP participant, Ukraine

## MAINTAINING AND SHARING THE LEGACY

As custodians of this Belle Epoque jewel, our talented maintenance team, headed by Adrien Giovannelli, renovated over 70 rooms last year, and continued to make this 20th century palace more environmentally sustainable.

The next big project will be the renovation of the promenade and terrace, at an estimated cost of up to CHF 3 Million. We are now looking for donors. **See page 24 to contact donor relations.**

### Our Archives

Work on the archives preserved at Caux continued in 2018. The project to digitize the sound files stored at Caux, supported by Memoriav, the network for the preservation of the audiovisual heritage of Switzerland, has come to an end. These files are now preserved in the municipal archives of Lausanne. A great deal of work on the archives remains on-going: a series of old discs from the 50s and VHS video tapes are being digitized while an inventory of photographs preserved at Caux and materials destined for the cantonal archives in Vaud is also being prepared. An online platform known as *For a New World* is currently being designed with financial support from the Swedish association Kultur for Livret (Renewal Arts). Through this, more of Initiative of Changes's heritage will be available on line in a few months' time.

### Open House Day and guided tours

On 29 July, the Caux Palace opened its doors for 2018's Open House Day. More than 150 visitors came to enjoy guided tours, a scavenger hunt, a human library and other activities. This sunny day was a chance for local visitors and tourists to learn about the unique history of the building and about the activities of Initiatives of Change. Volunteers from the Friends of Caux Association welcomed guests and led guided tours of the building. A scavenger hunt, with clues to solve, offered a fun way to discover the Caux Palace.

In the afternoon, we showcased one of the main facilitation techniques used in our Swiss activities, the human library. The human books were Hajar Bichri from the Caux Forum Secretariat, Sam Foster, a young facilitator from CATS (Children as Actors Transforming Society), and Erika Wichro, a participant in all the Caux Forum events. They each shared their story of their personal experiences at Caux.

Guided Tours are available throughout the year upon request. Last year we had six tours for 41 visitors and seven tours for students of the Swiss Hotel Management School.

'What a magnificent discovery!  
This building is fantastic, its history is captivating and important, and its current function during the summer is precious. Thank you for this day!'

Visitor to 2018 Open House Day

## CAUX CONFERENCE AND SEMINAR CENTRE: HOSPITALITY FOR CHANGE ALL YEAR ROUND

In 2018, after improving the fire security systems at Villa Maria and adjusting some operational processes, we finally received the additional operating license needed for year-round events at the Caux Conference and Seminar Centre. We are now able to promote our venue to groups, who use the meeting facilities mainly situated in Villa Maria and the historic premium bedrooms in the Caux Palace.

In 2018 we hosted 35 international organizations, academic institutions, business groups, key partners and internal events. Our guests enjoyed the privacy and inspiring atmosphere of the location, with its breathtaking panoramic views. Our rich history of dialogue and reconciliation allowed us to offer our knowledge and facilitation methodology upon request.

Guest also appreciated the newly renovated premium bedrooms and the beautiful Belle Epoque room, with its food and beverage services. Elsa, Ramana, Fabian and our hospitality manager, Rahel, offered tailored services for successful – sometimes even life-changing – events, and are devoted to giving everyone a hearty welcome to Caux.



For more information visit [www.cauxpalace.ch](http://www.cauxpalace.ch)



## OUR DONORS AND VOLUNTEERS

We would like to thank all volunteers and donors, whether government agencies, foundations or individuals, who have made the work of Initiatives of Change Switzerland in 2018 possible. Thank you for your support and trust.



Donations are the lifeblood of not-for-profit organizations and legacies play an increasingly important role in supporting our work. You can find more information on our website or by contacting Veronique Chereau, in charge of Donor Relations.



✉ [veronique.chereau@caux.ch](mailto:veronique.chereau@caux.ch)

☎ +41 76 211 90 52.



### Institutional Donors

|   |                                   |                           |
|---|-----------------------------------|---------------------------|
| Canton de Vaud  | Initiatives of Change Denmark     | MEMORIAV                  |
| Federal Department of Foreign Affairs (FDFA)                    | Initiatives of Change Netherlands | Movetia                   |
| Fondation Casino Barrière de Montreux                           | Initiatives of Change Sweden      | Mustardseed Trust         |
| Fondation de la Ville de Montreux pour l'équipement touristique | Initiatives of Change UK          | Robert Hahnloser Stiftung |
| Fondation Jean Monnet pour L'Europe                             | Irene Prestwich Trust             |                           |
|   | Klimatstiftung                    |                           |

We also acknowledge the many individual donors, both financial and in-kind, who support our work, many of them regularly. Thank you for your generosity.

### Volunteers

Our work would not be possible without the support given by volunteers from Switzerland and around the world. We are especially grateful to the Amis de Caux in Switzerland as well as to full-time volunteers who have dedicated countless time and energy to the work of Initiatives of Change.

We would like to especially thank the the following for their continued support:

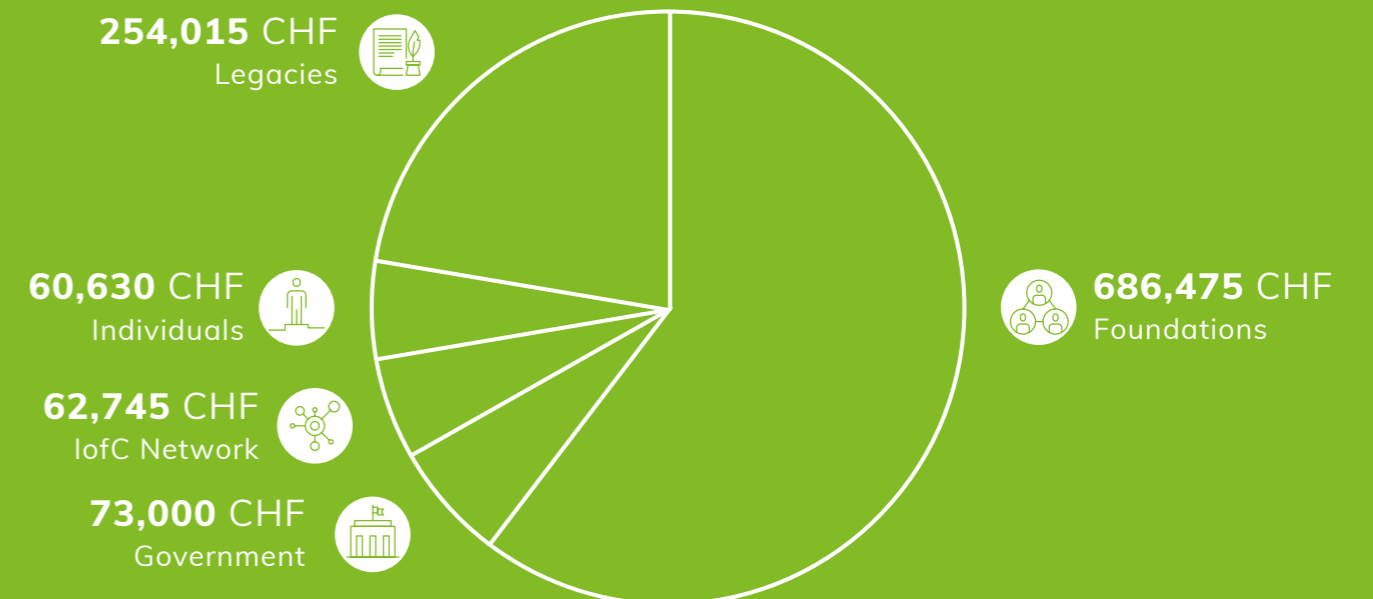
- Maya & Jean Fiaux
- Marianne & Christoph Spreng
- Eliane & Andrew Stallybrass

'St Francis of Assissi said, "It is in giving that we receive." Volunteering for lofC at Caux is a gift. I have met an array of lovely people from around the world, shared deep conversations and learned more about myself and others than I would ever have imagined. The solidarity and energy in Caux are what keep me coming back.'

**Veronique Sikora**  
Volunteer since 2013 and co-President of the Friends of Caux



## DONATIONS INCOME 2018



**Jacky Brandt is one of thousands of individuals whose generosity has enabled lofC's work to continue over the past seven decades. We asked him why he donates:**

'Through lofC and Caux, I learned to get engaged and take action in society rather than just criticize. The inspiration I received from the people I met here touched me deeply. I wanted to give back by supporting lofC financially. I always thought it was a good investment as it would contribute to building a better and more just world.'

## 2018 FINANCIAL STATEMENTS

| <b>Balance Sheet</b>                   | <b>2018</b>       | <b>2017</b>      |
|--|-------------------|------------------|
| <b>Assets</b>                          | <b>CHF</b>        | <b>CHF</b>       |
| <b>Current assets</b>                  |                   |                  |
| Cash                                   | 2,110,107         | 802,306          |
| Securities                             | 1,029,242         | 3,014,596        |
| Trade accounts receivable              | 231,879           | 190,467          |
| Accounts receivables from Caux Books   | 5,634             | 54,983           |
| Other current receivables              | 42,798            | 30,698           |
| Accrued income and prepaid expenses    | 480,524           | 11,463           |
|  | <b>3,900,184</b>  | <b>4,104,513</b> |
| <b>Capital assets</b>                  |                   |                  |
| Loan to employee                       | 61,000            | 88,000           |
| Shareholdings Caux Books               | 1                 | 1                |
| Non-real-estate assets                 | 186,609           | 122,808          |
| Real-estate assets                     | 3,741,416         | 2,438,101        |
| <b>Earmarked assets</b>                |                   |                  |
| Silvia Zuber Fund                      | 2,488,186         | 2,873,085        |
|  | <b>6,477,212</b>  | <b>5,521,995</b> |
| <b>Total Assets</b>                    | <b>10,377,396</b> | <b>9,626,508</b> |
| <b>Liabilities</b>                     |                   |                  |
| <b>Short-term liabilities</b>          |                   |                  |
| Trade accounts payable                 | 384,812           | 217,294          |
| Other current liabilities              | 211,356           | 113,891          |
| Accrued expenses and deferred income   | 73,068            | 132,786          |
|  | <b>669,236</b>    | <b>463,971</b>   |
| <b>Long-term liabilities</b>           |                   |                  |
| Long-term interest-bearing liabilities |                   |                  |
| Mortgage                               | 5,350,000         | 3,850,000        |
| Loan                                   | 0                 | 108,035          |
| Other long-term liabilities            | 49,815            | 61,149           |
|  | <b>5,399,815</b>  | <b>4,019,184</b> |
| <b>Earmarked funds</b>                 |                   |                  |
| Funds for projects and programmes      | 305,018           | 216,519          |
| Funds for renovations                  | 31,789            | 36,740           |
| Own restricted funds                   | 752,256           | 980,285          |
| Silvia Zuber Fund                      | 2,488,186         | 2,873,085        |
|  | <b>3,577,249</b>  | <b>4,106,629</b> |
| <b>Organization capital</b>            |                   |                  |
| <b>Free funds</b>                      |                   |                  |
| Renovation fund                        | 240,000           | 240,000          |
| Fluctuation reserve                    | 0                 | 300,000          |
| <b>Acquired unrestricted capital</b>   |                   |                  |
| Foundations capital                    | 496,724           | 1,172,075        |
| <b>Result of the year</b>              | <b>-5,628</b>     | <b>-675,351</b>  |
|  | <b>731,096</b>    | <b>1,036,724</b> |
| <b>Total Liabilities</b>               | <b>10,377,396</b> | <b>9,626,508</b> |

| <b>Income Statement</b>                            | <b>2018</b>       | <b>2017</b>       |
|--|-------------------|-------------------|
| <b>Income</b>                                      | <b>CHF</b>        | <b>CHF</b>        |
| Operating income                                   | 783,605           | 556,986           |
| General donations                                  | 76,408            | 85,776            |
| Earmarked donations                                | 806,444           | 577,082           |
| Legacies   | 254,016           | 644,394           |
| Rental income                                      | 2,057,895         | 2,195,424         |
| Other income                                       | 343,249           | 282,352           |
|  | <b>4,321,616</b>  | <b>4,342,014</b>  |
| <b>Expenses</b>                                    |                   |                   |
| Operating expenses                                 | -640,322          | -674,640          |
| Public relations, documentation                    | -186,525          | -180,145          |
| Staff  | -3,191,740        | -2,932,046        |
| Repairs and maintenance                            | -258,502          | -280,880          |
| Running costs, rent, insurances                    | -840,000          | -895,597          |
| Administration, consulting costs                   | -318,283          | -225,705          |
| Contributions to lofC International                | -26,960           | -69,400           |
| Depreciations                                      | -255,987          | -184,263          |
| Taxes  | -72,468           | -78,444           |
|  | <b>-5,790,787</b> | <b>-5,521,120</b> |
| <b>Operating result</b>                            | <b>-1,469,171</b> | <b>-1,179,106</b> |
| <b>Financial</b>                                   |                   |                   |
| Financial income                                   | 105,727           | 226,140           |
| Financial expenses                                 | -293,865          | -78,691           |
|  | <b>-188,138</b>   | <b>147,449</b>    |
| <b>Non-operating</b>                               |                   |                   |
| Extraordinary expenses                             | 0                 | 0                 |
| Extraordinary income                               | 1,094,215         | 114,618           |
| Project contributions Silvia Zuber Fund            | -184,332          | -188,017          |
| Financial result Silvia Zuber Fund                 | -195,317          | 174,699           |
|  | <b>714,566</b>    | <b>101,300</b>    |
| <b>Annual result before funds result</b>           | <b>-942,743</b>   | <b>-930,357</b>   |
| <b>Earmarked funds</b>                             |                   |                   |
| Withdrawal from funds for projects & programmes    | 784,306           | 549,385           |
| Withdrawal from funds for renovations              | 43,963            | 70,612            |
| Withdrawal from Conference Support Fund            | 70,000            | 71,744            |
| Withdrawal from Caux Action Fund                   | 80,000            | 88,913            |
| Withdrawal from various earmarked funds            | 80,392            | 71,120            |
| Withdrawal from Silvia Zuber Fund                  | 384,899           | 193,617           |
| Allocation to funds for projects & programmes      | -763,772          | -696,022          |
| Allocation to funds for renovations                | -39,012           | -42,060           |
| Allocation to various earmarked funds              | -3,661            | 0                 |
| Allocation to Silvia Zuber Fund                    | 0                 | -174,699          |
|  | <b>637,115</b>    | <b>132,610</b>    |
| <b>Free funds</b>                                  |                   |                   |
| Withdrawal from renovation fund                    | 0                 | 142,396           |
| Withdrawal/allocation from/to fluctuation reserves | 300,000           | -20,000           |
|  | <b>300,000</b>    | <b>122,396</b>    |
| <b>Annual result</b>                               | <b>-5,628</b>     | <b>-675,351</b>   |

## IN MEMORY OF MOHAMED SAHNOUN

Mohamed Sahnoun, founder of the Caux Forum on Human Security, died on 20 September 2018, at the age of 86, after a long illness. Cornelio Sommaruga, Honorary President of Initiatives of Change International, writes:

Mohamed Sahnoun is gone. He served as Algeria's Ambassador in Bonn, Washington, at the United Nations in New York, in Paris and in Rabat. In his autobiographical memoir, *Wounded Memory*, he talked about his experiences as a political prisoner in 1957 during Algeria's war of independence. I had the honour of writing a preface to this fascinating book, deeply shaking in its descriptions of the gratuitous suffering that humans are capable of inflicting on their fellow men.

In 1992 he was nominated as Special Envoy of the UN for Somalia. He strongly criticized the actions of the United Nations there. Later he was co-chair of the Commission on Intervention and State Sovereignty (ICISS), whose report was entitled *The Responsibility to Protect*. As a fellow-member of the ICISS, I saw first-hand his skill in finding consensus. Thereafter, Kofi Annan made him a special advisor for Africa, and he held a number of mandates, including as mediator in the conflict between Ethiopia and Eritrea.

In 2008 Mohamed Sahnoun founded the Caux Forum for Human Security, which brought diplomats, international civil servants, politicians and academics to Caux. His work here earned the gratitude of people from all over the world. At that time, I was President of Initiatives of Change International. At the end of my second term, Mohamed Sahnoun replaced me for three years.

He leaves with us memories of a great human being, a humble servant of the human family, a diplomat and a mediator in the service of peace. He had the capacity to bring people together from different backgrounds and opinions, notably across the North-South divide. A man of great wisdom: there are not many of this ilk. His memory will live on with all who knew him as a source of inspiration and encouragement.



## OUR COUNCIL

### Legal Status

The CAUX-Initiatives of Change Foundation is an officially recognized independent Swiss foundation. It is registered in the Canton of Luzern (dated 30.11.1946, last modified on 08.01.2016).

### The Council of the Foundation



**Christine Beerli**  
Biel, Switzerland,  
President



**Elisabeth Tooms**  
United Kingdom,  
Vice-President



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**Hans-Ruedi Pfeifer**  
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**Ashwin Patel**  
Nairobi, Kenya  
(until 24.11.2018)

**David Forbes-Jaeger**  
Switzerland  
Honorary Member

## OUR TEAM

### Barbara Hintermann

Secretary General

### Christine Taets

Executive and Philanthropy Assistant (since April 2018)

### Nathalie Renia

Assistant (until April 2018)

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Director

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Caux Dialogue on Land and Security, Managing Director

#### Eliana Jimeno

Towards an Inclusive Peace, Managing Director

#### Shontaye Abegaz

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Children as Actors for Transforming Society, Managing Director

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#### Annika Hartmann de Meuron

Ethical Leadership in Business, Managing Director

### Caux Peace and Leadership Programme

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Training Manager

#### Darren Bird

Programme Coordinator

### Caux Design Team

#### Jonathan Dudding

#### Rob Lancaster

#### Bhavesh Patel

### Partnerships

#### Rainer Gude

Strategic Partnerships Manager



Alongside our permanent employees, a large number of volunteers support the Foundation during the Caux Forum and throughout the year. We would like to thank them very much for their availability and input.

### Service Centre

#### Greg Davies

Director (since December 2018)

#### Ludovic Lafont

Director (until December 2018)

#### Nataliia Verdegaal

Administrative Assistant

### Hospitality

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Hospitality Manager

#### Mireille Bovy

Event coordinator Caux Conference and Seminar Center (until 31.10.2018)

#### Ramana Akkina Venkata

F&B Manager & Event coordinator

#### Elsa Biruk-Beraki

Head Housekeeper

#### Fabian Buecheler

Assistant Hospitality Manager

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#### Monija Sifi Ben Snoussi

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Head of Facilities

#### Daniel Egli

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#### Rémy Mange

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#### Christoph Keller

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#### Pascal Gallet

Landscape Technician (since 01.09.2018)

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#### Gregor Lechaire

Landscape Technician (until 31.07.2018)

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#### Natalie Emch

Caux Peace and Leadership Programme Recruitment (until 10.06.2018)

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Accountant

### Swiss Programmes

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Programme Manager Trustbuilding

#### Sofia Mueller-Fischler

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### Supervisory body

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Inselgasse 1  
3003 Bern



Be inspired to take action and to be the change you want to see in the world through stories, encounters and silent reflection.



Be equipped with tools, knowledge and experience in peacebuilding, reconciliation, trustbuilding and ethical leadership through our learning programmes, seminars and conferences.



Connect with yourself, your inner values and with others, widening your perspectives and building a diverse network of changemakers for greater collective impact.



### CONTACT US

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[info@caux.ch](mailto:info@caux.ch)

### SUPPORT US

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#### POSTFINANCE

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