



Initiatives of Change
Switzerland

Annual Report 2019

Building trust across
the world's divides



Contents

Editorial	3
About Us	4
Our Network	6
Our Partners	7
Our Activities	8
Highlights of 2019	10
Our Facilitation and Training Offer	11
The Caux Forum – Where the Personal Meets the Global	12
2019 Caux Forum Main Events	14
Learning Programmes	20
Maintaining and Sharing the Legacy	24
Hospitality Services	25
Our Donors and Volunteers	26
Financial Statement	28
Our Council and Team	30



Editorial

Building Bridges of Trust

2019 was a year of large public expressions of discontent. People in Hong Kong, Algeria, Chile and elsewhere took to the streets to call for change. Millions of young people followed Greta Thunberg's call to strike for urgent action on climate change. In Switzerland we saw women strike for equal treatment and respect of their rights, repeating a historic event in 1991.

More and more people are realizing that they have a voice and that they can bring change. Initiatives of Change (IofC) Switzerland is committed to raising that awareness and to providing individuals with the tools they need to create a more just, peaceful and sustainable world. In 2019, more than 700 people participated in the Caux Forum, connecting with others whose initiatives are having a positive impact on their communities, organizations and companies. Through conferences and learning programmes, participants from all over the world explored how the lives that they live, and the technologies, businesses or art they create, can serve the world.

The theme of the Caux Forum was trustbuilding. IofC Switzerland believes in the power of trust and communities. We have observed that nothing brings people together like the honest and vulnerable sharing of a personal story. **Caux provides a safe place for people to meet at the human level, for walls to be broken down and for bridges to be built.**

Our mission to build trust is as important today as it was in our early years. Jean Monnet, Robert

Schuman and Konrad Adenauer, the founding fathers of the European Union, all came to the Caux Palace at different times after World War II to discuss how they could rebuild a peaceful Europe. In 2019 we witnessed Great Britain's struggle to depart from the EU. The challenge of building trust looks as if it will grow even more in 2020, as the COVID-19 pandemic forces countries to close their borders and people to confine themselves. **We will keep up our efforts to connect people and create dialogue.**

As an organization, we are doing our best to walk our talk, in terms of financial and environmental sustainability. For instance, we partnered with **Worldview Impact** to offset the Caux Forum's carbon footprint by planting rubber trees in Meghalaya, Northeast India. We have also been building partnerships with other organizations, such as the Centre for Competence on Humanitarian Negotiations, with whom we offer restorative and inspiring retreats for frontline humanitarian negotiators at Caux.

Our strong, diverse and multi-generational community of volunteers enables us to inspire, equip and connect aspiring changemakers and peacebuilders. We are deeply grateful to all of them.



Christine Beerli
President



Barbara Hintermann
Secretary General
until April 2020



About Us

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



Just
World

Peaceful
World

Sustainable
World

Who we are

Initiatives of Change (IofC) Switzerland, registered as CAUX-Initiatives of Change, is an independent, officially recognized Swiss foundation, founded in 1946 when acquiring the historic Caux Palace as a centre for dialogue, reconciliation and peace. We have offices in Caux, Geneva and Kriens. All of us working for and volunteering with IofC Switzerland are passionate about people and are convinced of their power to make a change in the world.

What we do

We inspire, equip and connect changemakers and peacebuilders to be the change they want to see in the world. We promote peace, dialogue, reconciliation, trustbuilding and ethical leadership throughout our activities.

Our Approach

Change starts with me: we believe 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.

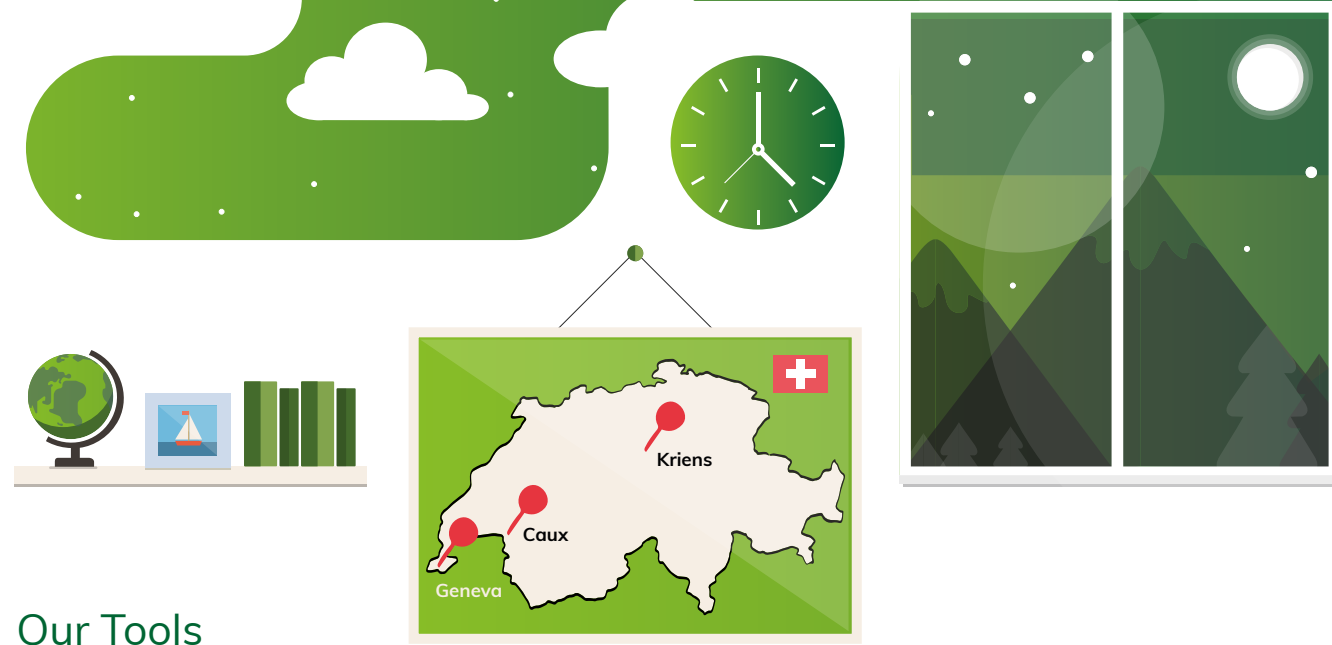
Creating a safe space: Throughout all of our activities, we seek to create a confidential space free from judgment, where each individual can speak freely regardless of their cultural, spiritual, social or economic background.

A values-driven approach: we encourage 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.

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 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, lofC 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.



Our Network

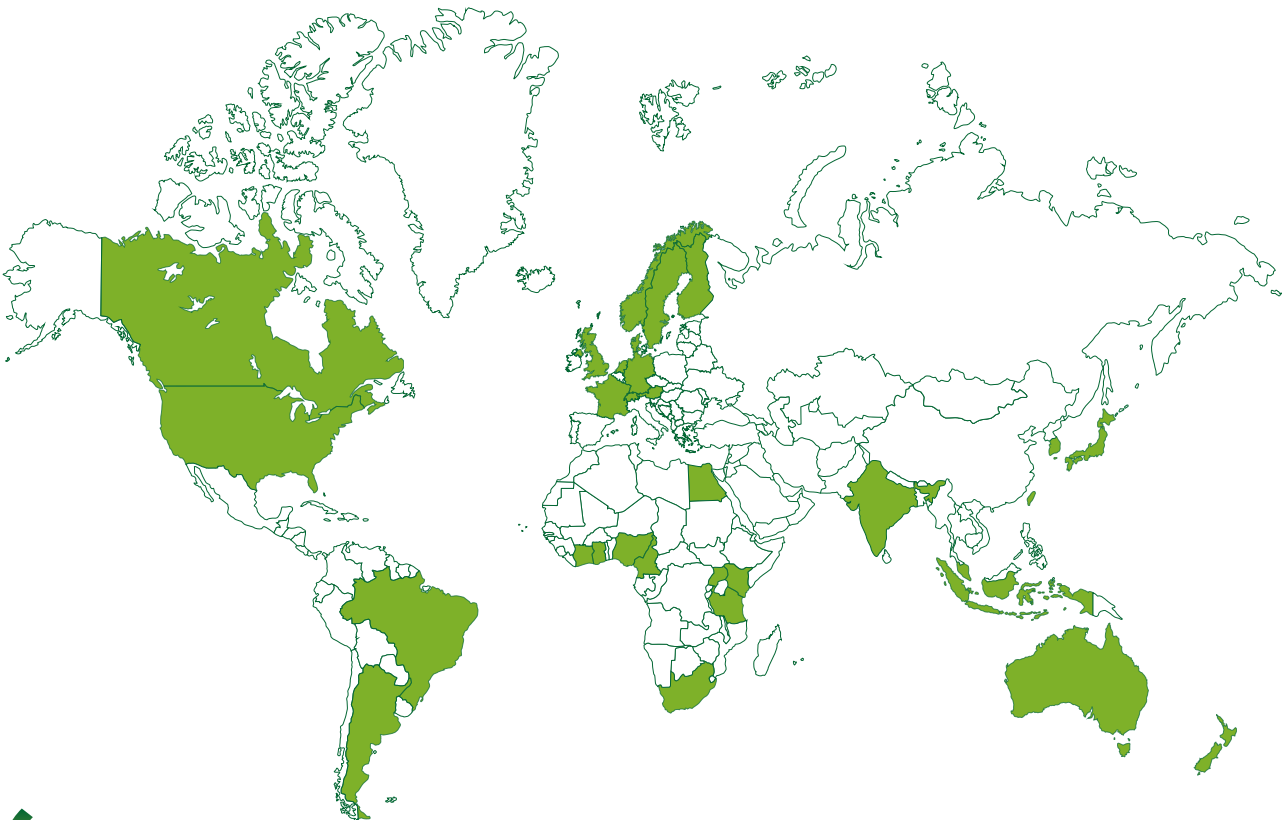
Initiatives of Change (IofC) is a worldwide movement of people from diverse cultures and backgrounds which focuses on 'building trust across the world's divides'. IofC Switzerland is a member of Initiatives of Change International, a non-profit organization registered in Switzerland, serving the wider 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.

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.



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

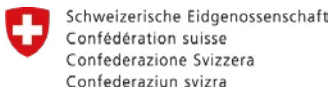
Senior Advisor, Human Security Division, Swiss Federal Department of Foreign Affairs (FDFA)

Our Partners

Institutional Partners:



Organizations we work with:



Our Activities



IofC Switzerland's approach rests on the idea that justice and peace start at the individual level and are built on human relationships. Our activities foster enriching encounters and create a safe environment conducive to the emergence of collaborative initiatives.



Learning Programmes

Several training programmes take place each year as part of the Caux Forum, in parallel to the main events. These programmes gather young people from around the world and provide them with experiential learning in peacebuilding, leadership and community building (discover more on page 20–23).

Facilitation

We facilitate our own events and those of other organizations in line with our vision. We also provide training in facilitation (see page 11). Our unique style is human-centred and focuses on story sharing and participation.





Caux Forum

Each summer, together with our partners and volunteers, we hold international conferences on such themes as just governance, ethical leadership, sustainable living and peacebuilding (see page 12–19) under the umbrella of the Caux Forum. Our Conference and Seminar Centre in Caux, with its beautiful view over Lake Geneva, offers a safe space for dialogue and reflection and fosters connection, collaboration and innovation.



Human Libraries

Organizing ‘Enriching Encounters’ in the form of human libraries has been our speciality since 2016. The ‘books’ in human libraries are inspiring individuals who tell their stories to those who want to ‘borrow’ them. Participants appreciate the opportunity for deep face-to-face interactions and the intimacy that these create. In 2019, we organized and facilitated five human libraries in Geneva, Montreux and Vevey for more than 250 participants.

Hospitality Services

We host retreats, seminars and other events organized by international, not-for-profit and government organizations and by academic institutions, as well as by the Initiatives of Change network (discover more on page 25).



Highlights of 2019

Swiss Digital Day in Geneva

Swiss Digital Day is a day of national dialogue on opportunities and challenges related to digital transformation. The University of Geneva, the State of Geneva, the University of Applied Sciences and Arts of Western Switzerland and the International Committee of the Red Cross partnered with us to organize an event in Geneva on 3 September. We opened that day with an interactive session on a fictional character named Fabrice, to explore the way digitalization impacts our lives and the importance of digital ethics.

Geneva Peace Talks 2019

For the second year, IofC Switzerland co-hosted the Geneva Peace Talks in September, on the theme of 'Trust Matters'. Eight speakers from around the world each took eight minutes to share their personal experiences around peacebuilding and trust. The session included a period of silent reflection and inspiring human interactions between the 500 participants.

Geneva Peace Week

In November, we facilitated two networking events and one human library for Geneva Peace Week 2019. The networking events sought to break down the silos between different actors in peacebuilding and put forward initiatives to help refugees and asylum seekers to integrate and to build trust in themselves. The human library, organized with our partners (Centre for Humanitarian Dialogue, the Hospice général of Geneva, the Kofi Annan Foundation, Lake Aid, the Geneva Centre for Security Policy and the UN Library Geneva), has become a highlight of Geneva Peace Week because of its interactive design and ability to bring different organizations, speakers and audiences together in a dynamic fashion.



It was a fun method of facilitation and I'm going to draw inspiration from it.

A participant

Retreats for Humanitarians

Our partnership with the Centre of Competence on Humanitarian Negotiations (CCHN) has been growing. In 2019 we facilitated and hosted retreats and events for them in Caux. This has allowed us to be of service to humanitarians in need of slowing down, reflection, restoration and perspective.

Caux Forum Opening Ceremony

The 2019 Caux Forum was opened on 29 June by Laurent Wehrli, Mayor of Montreux, and Stéphane Rey, Deputy Head of the Human Security Division in the Swiss Federal Department of Foreign Affairs. Participants in the opening ceremony also enjoyed a human library, a short piano recital and a guided tour of the beautiful and history-laden Caux Palace.

Our Facilitation and Training Offer



Years of experience



Facilitation methods



Facilitation tailored to your context



A safe space for conversations and to plan actions



Webinars

In 2019, we started offering webinars on themes related to ethics and digital technologies. Two webinars took place in April and May in preparation for the **Ethical Leadership in Business** conference which was held in June (see page 14) as part of the Caux Forum. The webinars addressed such issues as social robots and the role of values and ethics in strengthening trust in the digital economy. Guest speakers included Prof Nadia Magnenat-Thalmann, the creator of Nadine, a social robot which works as an insurance company receptionist. She spoke about how social robots challenge us to rethink what added value we have as humans.

Facilitation Training

Each year, in collaboration with the Institute of Cultural Affairs: UK (ICA:UK), we offer training programmes for directors, managers and team leaders who want to enhance participation, deepen conversations, build teamwork and develop ownership in their teams. These programmes offer practical tools for effectively bringing their team's ideas together and for making better collective decisions, which they go on to implement. In 2019, we gave two training programmes on group facilitation methods and one on participatory strategic planning.



This was one of the most useful, challenging and educative courses I have taken in my 26 years of professional life. I highly recommend it and look forward to immediately apply what I have learnt in my professional and private life.

J Maximilian Bankole Jarrett
Africa Progress Panel

The Caux Forum

Where the Personal Meets the Global



No one goes down the mountain from Caux the same as when they came up. Conference participants, speakers, volunteers and staff make connections at a personal, human and global level. The beautiful setting encourages new synergies, self-reflection and commitment to action.

What is the Caux Forum?

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



DIVERSITY

People from all origins, ages and walks of life come to Caux, share with each other and grow together



TRUSTBUILDING

was 2019's overarching theme



735

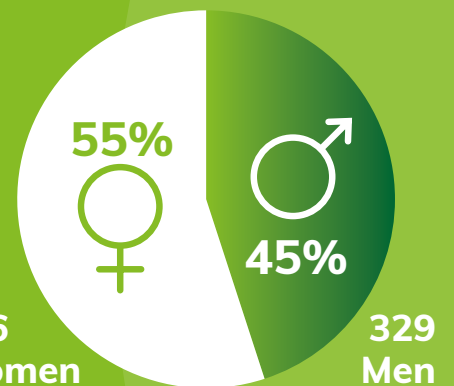
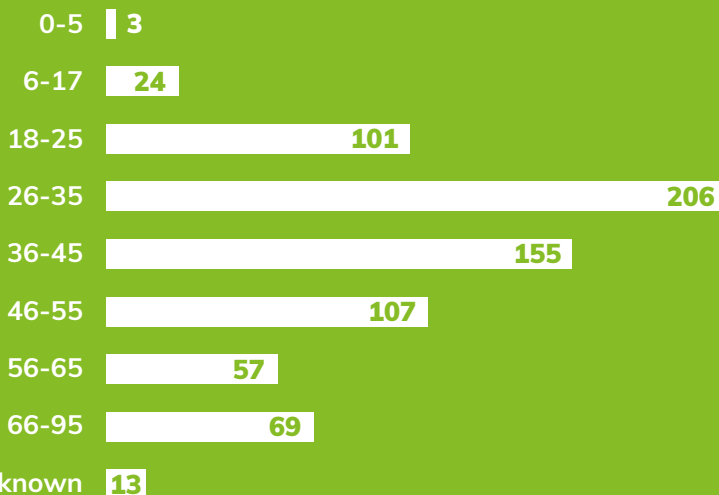
PARTICIPANTS



96

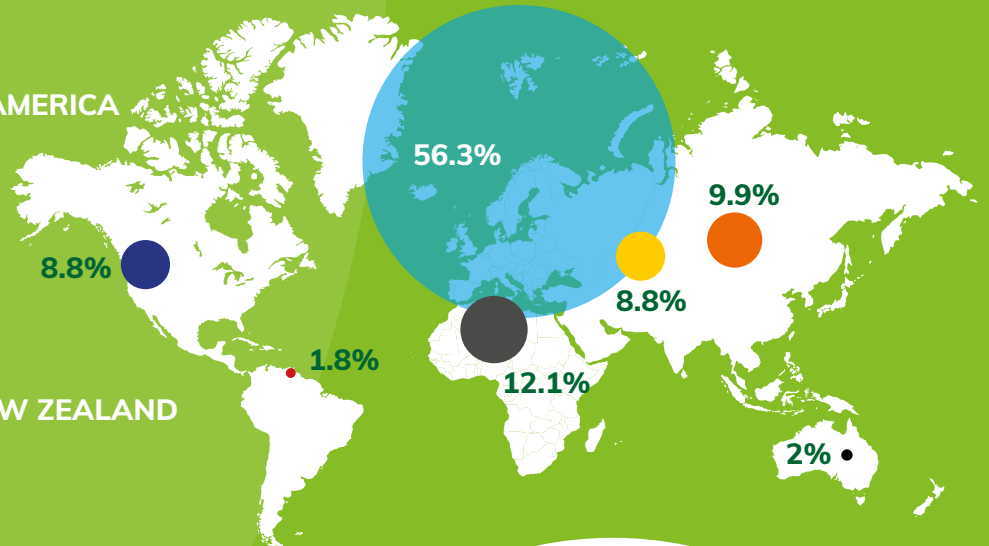
NATIONALITIES

Overall Age and Gender Breakdown



Overall geographic breakdown

- 65 ● NORTH AMERICA
- 13 ● CENTRAL & SOUTH AMERICA
- 414 ● EUROPE
- 89 ● AFRICA
- 65 ● NEAR EAST
- 73 ● ASIA
- 15 ● AUSTRALIA AND NEW ZEALAND
- 1 ● UNKNOWN





 More than
150
 VOLUNTEERS


SILENT REFLECTION


STORY SHARING


SERVING THE COMMUNITY
 Participants and speakers are divided into **'community groups'**, which offer a more intimate space for the personal sharing of experiences. 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.

**THIS YEAR 2020:
 THE CAUX FORUM
 IS GOING ONLINE!**


Caux is such a humbling place, providing you with a safe space to experiment with different topics and flourish in bold thinking, all while staying true to yourself.

Michelle Rickenbach
 IT Project Management & Ecosystem Relations
 at Panter AG, Switzerland

2019 Caux Forum Main Events



Ethical Leadership in Business

Rethinking trust in the digital age

27 – 30 June 2019

The 2019 Ethical Leadership in Business conference was the second in a series. It invited business representatives from around the world to work on how to build trust in the digital age. They focused on three questions: *What values should underpin the digital revolution? What trustbuilding tools have businesses and organizations developed? And what kind of leadership reinforces the trustworthiness of businesses?* Speakers included **Amandeep Singh Gill**, Executive Director of the Secretariat of the High-Level Panel on Digital Cooperation, Vice-President of SITA, **Sébastien Fabre** and **Susanne Emonet**, VP Product Management, Strategy and Marketing, Board Member Kudelski IoT at Kudelski Group.



Experts and participants had the opportunity not only to learn from each other, but also to network and build new friendships. During the daily Trust Incubator session participants generated ideas, insights and tools and reflected on their purpose and values. The Ethical Leadership in Business community of around 80 people continues its conversations digitally through conference calls and an online platform.

Caux Dialogue on Land and Security

Living Landscapes: putting people at the centre of ecosystem restoration

27 – 30 June 2019

Since 2013, activists, experts, farmers and leaders have come together at the Caux Dialogue on Land and Security to explore the potential of land restoration for peacebuilding. In 2019, the focus was on governance, the environment and finance. The conference was filled with plenaries, workshops, dialogue groups and times for reflection. Participants had the opportunity to listen to such experts as **Alan Laubsch**, Entrepreneur & CEO of Generation Blue, and **Sophie Howe**, Future Generations Commissioner for Wales. Concrete initiatives emerged from the conference.



62
participants

For example, **Chau Duncan**, COO at Earthbanc, is now collaborating with the Government of Meghalaya in North East India to develop a platform to enable farmers, other producers and the government itself to receive ecosystem services payments with every marketplace transaction.



SAVING A SACRED GROVE – BO SPROTTE KAFOD

Bo Sprotte Kafod volunteered to help organize the **Caux Dialogue on Land and Security (CDLS)** in 2019, after meeting former CDLS participants at the UN climate change conference (UNFCCC COP24) in Katowice, Poland, in December 2018.

Bo is studying Forestry and Landscape Engineering at the University of Copenhagen and is President of the Danish chapter of the International Forestry Student Association. He described his experience as part of the CDLS organizing team as a steep learning curve, which challenged his skills.

‘Events which include professionals, researchers and the private sector on a global scale tend to be bureaucratic, with slow processes, which are sometimes distanced from practical applications,’ he says. ‘This is not the case with Caux. Caux allows people to meet and discuss freely on common ground, allowing new initiatives to happen – initiatives of change. Many of my values and opinions are reflected in the purpose of Caux, and these have been reaffirmed for me.’

After CDLS, Bo participated in the UN conference on combating desertification (UNCCD COP14) in Delhi with other CDLS participants. They went on to Meghalaya in North East India, where they met the Chief Minister of the State, Conrad Sangma, who had also attended CDLS.

While he was there, Bo visited the Mawphlang Sacred Forest, a natural treasure, home to more than 500 indigenous species. Many of Meghalaya’s Khasi people trace their ancestors to the forest and often go there to pray to the trees and stones, especially to get clarity on any dilemma in life. Bo was especially touched by the spiritual importance of the space.

He discovered that the Sacred Forest is threatened by the changing climate and by disease, which is killing trees at an increasing rate. To the delight of the caretaker, Bo was able to diagnose the problem and to suggest a possible solution. He is now working with others to advise the Forest Department of Meghalaya on an action plan to save the forest’s ancient trees.



I met like-minded people who were doing very inspiring things. This gave me a sense of renewed optimism and of family, as I was no longer alone on this challenging journey. I also had the opportunity to pause, reflect and connect with my inner self on what really matters most to me, both personally and professionally. When you leave Caux, you want to do more.

Micheál Akampa
Sustainable Investment Professional, Sweden



2019 Caux Forum Main Events




63
participants

Just Governance for Human Security

Trustbuilding: the critical factor for sustainable peace

2 – 6 July 2019

In 2019, this event focused on good governance, social inclusion and healing memory. Participants from all over the world included a group from Mali (funded by the Swiss Federal Department of Foreign Affairs), Ukraine and Japan. They listened to panelists including **Colum Murphy**, President of the Geneva School of Diplomacy and International Relations, and **Nicole Pitter Patterson**, Co-Founder of the Caribbean Girls Hack, and took part in workshops and training tracks, with community groups and quiet times offering opportunities for deeper connection and for reflection. Several ideas for projects emerged. With the insight that exclusion leads to extremism, one participant decided to create a programme to tackle exclusion in central Africa. Another, having connected with Muslims during the Forum, will seek to bring Muslims and Christians together in his community in the UK. A third will organize exchanges abroad to teach Japanese children about the importance of diversity. These projects aim to enhance trust within communities, so as to create good governance, heal memories and foster social inclusion.



Hasan Davis, who spoke at TIP, is a self-proclaimed 'hope-dealer', who has dedicated his life to engendering purpose, confidence and determination in young people. His son, Malcolm, himself an aspiring young leader, took part in this year's Caux Scholars Program.

Towards an Inclusive Peace

Integrated approaches to prevention

8 – 12 July 2019

The importance of working closely with local communities and promoting a creative and inclusive peace was at the forefront of the Towards an Inclusive Peace conference. In 2017 and 2018, the conference focused on the victims and causes of violent extremism. In 2019 it focused on deep prevention, community resilience and the protection of peacebuilders, all based on inclusiveness, sustainability and context-specificity. Participants were inspired by such speakers as **Khalid Koser**, Executive Director at the Global Community Engagement and Resilience Fund (GCERF), and **Ghada Rifai**, Co-Founder of Mobaderoon Active Citizens in Syria, and by the opportunities for face-to-face exchanges and meetings. Most importantly, collaborations were initiated.



68
participants

'I CAN SAY WITHOUT ANY DOUBT THAT THE MAGIC OF CAUX EXISTS. AND IT HAPPENED THIS SUMMER'

My life trajectory has not been very 'linear'. Born in Tehran, my Kurdish identity led me to understand at an early age what it meant to be considered 'the other'. Activism took root in my family long ago, specifically related to defending the Kurdish minority's human rights in times of repression.

My family fled to Switzerland as political refugees. Soon I built solid friendships with a group of girls, all of whose life stories were similar to mine. One of them is Amela. She was born in Bosnia, and her first steps as a child were in the atmosphere of the war. She lost family members in that war and grew up with her grandparents. Her own memories, the stories told and shared within her community, and the absence of her parents led her to build a strong resentment against the Serbians, and the international community.

To me Caux was a unique experience she needed to start her healing process. I invited her to JGHS, but she declined, explaining how much she distrusted all institutions who hold themselves out as serving the global good. I insisted on her coming for at least one day and she accepted without any real conviction.

On 5 July, the morning plenary was dedicated to healing memory. One of the speakers was Colum Murphy, the UN Deputy Head of Political Affairs in Bosnia during the war. He talked about the importance of reconciliation, as well as the difficulty and complexity of building it in a context of extreme violence. Amela was sitting there, perplexed, showing no emotions. I raised my hand and asked about Bosnians' feeling that they were left alone by the international community during the genocide. He took a minute, and then he said, **'I agree with you, I am ashamed of the lack of action of the international community for so long. You are absolutely right, the international community did very badly.'**

Tears appeared in Amela's eyes and she cried in silence during the rest of the meeting. After the panel we went for a walk on the terrace, and she cried a lot. But those tears were not the usual tears of anger and sadness, they were tears of relief, of liberation. She said, **'Someone finally apologized for letting us suffer and die.'** As she left on the train down the mountain, she told me, **'I would have never imagined that such a thing would have happened here.'**

I can say without any doubt that the magic of Caux exists. And it happened this summer.

Ronak Hasani
Member of Just Governance for
Human Security Organizing Team

From the left to the right,
Clementine Lue Clark,
Managing Director of JGHS,
Ronak Hasani, **Barbara
Hintermann**, Secretary
General of IofC Switzerland,
Dominique de Buman, Swiss
politician and **Christine
Beerli**, President of IofC
Switzerland



Tools for Changemakers Rebuilding Trust in Europe 14 – 18 July 2019

In the last two years, Tools for Changemakers has formed a community of practitioners of all generations from across Europe and beyond in the fields of peacebuilding, trustbuilding and education. The 2019 conference focused on developing skills and sharing practical tools, and shined a spotlight on the potential of each individual to promote peace. Honest personal sharing and inspiring speakers, including **Bogdan Klich**, Leader of the Opposition in the Polish Senate, and **Amina Dikedi-Ajakaiye**, President of Creators of Peace International, provided thought-provoking input. Participants connected at a deep level through small discussion groups. Each day included space for personal reflection and sharing and artistic performances supported the topics addressed. Participants returned home to continue their local work, strengthened by the support of the conference community.




111
participants



We Must Save the Children

Marc Isserles's one-man show, **We Must Save the Children**, was made all the more poignant by the fact that his grandparents sought shelter as Jewish refugees at the Caux Palace in 1945. The message of the play was that you have to reconcile your past if you want to change the future.



National Costume Dolls Project

Visual artist **Lynne Barker** recently discovered a collection of national costume dolls in an overstuffed garage at home in the UK. National costume dolls reflect tradition and can manifest symbols, values and myths. Lynne invited Tools for Changemakers participants to help her explore the many layers of meaning these objects hold, using conversation, drawing, painting and collage. The work produced was displayed in a growing exhibition throughout the conference.

‘[BORDERS] ARE ACTUALLY QUITE FRAGILE – THEY ARE ONLY BUILT ON THE IDEA THAT WE CANNOT CONNECT TO OURSELVES AND TO OTHERS’

In 2018, Sezan Eyrich spent a semester in Warsaw, studying political science and searching for a comfortable way to discuss political issues. When a friend recommended the Tools for Changemakers’ Young Ambassadors Programme (YAP) (see page 22) at Caux, she applied in the hope of finding a way to approach sensitive issues from a personal and global perspective. Feminist issues were close to her heart but she found them particularly difficult to talk about: **‘I felt that I was a target, and I found it hard not to get emotional.’**

At Caux, Sezan engaged with the IofC approach of storytelling, empathic listening and self-reflection. She credits YAP with giving her the tools to deal with her emotions, engage with other women, remain empathic towards different opinions and create platforms for exchanging views. Although we are often taught to leave emotions aside, she says, self-reflection helped her to understand that prioritizing emotions and emotional well-being is in fact rational. **‘It reshapes our narrative towards the inside and that really makes you understand that you are embedded in the system,’** she explains. **‘The only way you can start changing those systems is understanding how you are embedded in them, the change you want to achieve and the tools you have in front of you.’**

When Sezan returned from Caux, she built a women’s programme, Platform V, at her university in Austria. She found that the conversations that took place on it, around dealing with sexism in daily life, were rich with potential. As the programme grew, it evolved from a space for respectful listening and story-sharing to offering training on how to react to sexist structures. Platform V emphasized the importance of change through connection and empathy – tools that Sezan had taken from her time at YAP. **‘We might think that we are isolated in pain, but the moment we overcome this isolation and start talking to each other and find ways to connect, transformation can truly happen within ourselves and society,’** she explains. Platform V is still running although Sezan has now graduated and moved on.

In 2019, Sezan returned to YAP as a facilitator and is now the coordinator for YAP 2020. Prior to the coronavirus pandemic, she was using the IofC framework to facilitate dialogue between conflicting parties. **‘There is potential for change when you start looking inside yourself and overcoming these borders of separation put upon us,’** she says. **‘[Borders] are actually quite fragile – they are only built on the idea that we cannot connect to ourselves and to others.’**



Sezan Eyrich

Learning Programmes



Caux Peace and Leadership Programme (CPLP)

CPLP is a one-month programme for aspiring peacebuilders where learning is achieved through experience, interaction and service. External and internal peace is explored through dialogue and by learning how to listen to others and oneself. The programme also offers a unique opportunity to look behind the scenes of the Conference and Seminar Centre, by helping to welcome and serve those who attend the Caux Forum. There are two levels: **'Discoverer'** and **'Practitioner'** which run side by side. Since its inception in 2017, over **300 young leaders** have participated in the programme and the alumni community is strongly connected.



49
participants



Worldwide community of
300 engaged alumni



I met people from different backgrounds and learned how to build a dialogue with someone who disagrees with me. CPLP helped me in personal issues, such as how to build relationships, serve and host people.

Osama, Sweden

Caux Scholars Program (CSP)

Led by IofC USA, the Caux Scholars Program is an academic course which teaches students to identify and analyze conflicts, to understand the factors that create and sustain them and to use practical methods to defuse them. Since its inception in 1991, CSP has demonstrated that sustainable progress in conflict transformation requires personal honesty, accountability, sustained dialogue, reflection, reconciliation, restorative justice and people-centred decision-making processes. During the 2019 programme, participants presented 21 in-depth contextual analyses of context-specific conflicts. They also explored procedures of international criminal courts and different peacebuilding techniques. CSP has an active alumni network of more than **1,000 people** from **109 countries**.



23
participants



Caux is a place that acknowledges and celebrates each individual's uniqueness and challenges us towards being the best version of ourselves.

Maruee, India



 **14**
participants

Caux Artists Program (CAP)

CAP 2019 led **14 young artists** on a two-week musical journey to discover how art can catalyze change in society. The programme, which began in 2011, aims to build a community of musicians from different cultures and faiths and to challenge them to explore the ethical and spiritual dimensions of the arts. This year's participants received intensive musical training and performed for the Caux Forum participants. They also took part in the conferences.



My main conclusions from CAP are that the boundaries are just in our heads and that art is one way to make the world live as one.

Svitlana Gordienko, Ukraine



 **29**
participants

Week of International Community

29 people, aged from five weeks to 78 years old, from **10 countries**, took part in the Week of International Community in June. The week offered them the opportunity to (re)discover the principles and work of Initiatives of Change (IofC) through experiential learning and through working together to prepare the Caux Palace for the Caux Forum. An important feature was the sharing of personal and family stories, as a way of looking below the surface of each others' lives, to see their uniqueness and value. The role of personal transformation in global change was also explored through dialogue and activities and entertainment.



Caux is like a dream. It's a special place I think about all year and that's how I never get bored.

Maria, 15



 **18**
participants

Summer Academy on Land, Security and Climate

The Forum saw the launch of the Summer Academy on Land, Security and Climate, organized in partnership with the Geneva Centre for Security Policy (GCSP). It was designed to equip the next generation of policymakers and researchers with the interdisciplinary insights, the skills of collaboration and trustbuilding, and the networks needed to safeguard the future of humanity. Participants also joined in the **Caux Dialogue for Land and Security** (see page 14). **Mukhtar Ogle**, Secretary for Strategic Initiatives in the Cabinet Affairs Office of the Executive Office of the President of Kenya, served as a resource person throughout the course. Participants also learnt from Ambassador **Doreen de Brum**, Chair of the Climate Vulnerable Forum of Nations and Permanent Representative of the Marshall Islands to the United Nations, and **Conrad Sangma**, Chief Minister of Meghalaya, India. A participant described the programme as '**self-transformational**'.



Learning Programmes

Young Ambassadors Programme

Under the aegis of **Tools for Changemakers**, the programme brought together **39 young Europeans** who aspire to take an active role in transforming society. They took a nine-day journey through an intensive training programme which inspired deeper conviction about Europe, equipped them with the reflective and practical tools to build sustainable change and connected them to a supportive network of similarly engaged young people. Their training explored the dynamic relationship between personal change, sharing stories and experiences, taking focused action and space for reflection. After the programme, they took part in **Tools for Changemakers** (see page 18).



The YAP programme was a life-changing experience for me – like a breath of fresh air. It has everything a young leader needs: time for oneself and one's ideas, informational and moral support, an active and enthusiastic group of peers and a breath-taking setting.

Daniela, Moldova



39
participants

Learning to be a Peacemaker

Imam Ajmal Masroor believes that the answer to the alienation felt by so many young Muslims is to realize that peacemaking is the very heart of Islam. For the sixth year, he took both Muslim and non-Muslim participants on a journey to discover that secret for themselves through the study of key Quranic texts. Topics included current misconceptions about Islam and what Islam actually teaches about violence and extremism, issues of responsibility and belonging, the inner dimensions of peace and the characteristics of peacemakers. The course ended with a session in which each participant designed a project that they will carry out back home.



This course has helped me to become a lot more at peace with myself and a lot more excited to be a tool for change and to contribute to the global society that we live in.

Maryam, UK



15
participants

Turkish-Armenian-Kurdish Dialogue

Since 2015, young professionals from Armenian and Turkish backgrounds have met every summer in Caux, to explore how to heal the painful relationships between their communities. In recent years members of the Kurdish community have joined them. This year's dialogue took place during the Tools for Changemakers conference.

'IT TAKES MORE COURAGE TO LOVE THAN TO HATE'

'I am a fourth-generation genocide survivor,' said Arshalouys Tenbelian, who had taken part in three Turkish-Armenian dialogues and was back as a co-coordinator. 'For us, Turks were always the enemy. At Caux, when we introduced ourselves, I only said my name – I didn't want the Turks to know anything else. Then we started the dialogue. Among the diaspora in Lebanon the history is fresh and bleeding. We argued, we yelled, we screamed. Years of suppressed emotions poured out.'

'It was like a cold war,' said Turkish participant and dialogue co-coordinator Burak Cevik. 'The Armenians fired questions at us. "Will you give my grandmother's house back? Will you apologize for the genocide?" An Armenian girl said, "I am only here to hear an apology from a Turk so that I can move on."

'A Turkish girl stood up, went to the girl and made this apology. That made me leave the room. After the session I asked her why she had apologized for something she did not do. She replied, "This is not about what I did, it is about what happened to them. It is about caring for someone who wants understanding from our side."

'Slowly we started to connect. At one point a girl sang an Armenian song. A Turkish girl said, "I know that song in Turkish." Five minutes later we were all singing it. That was when we started making peace with each other.'

'We learnt how to listen,' said Arshalouys. 'I accepted that I cannot force anyone to recognize the genocide. I will continue to work for this recognition. But now I can accept the other as he or she is.'

'This was a huge breakthrough. At Caux I realized that if I can learn to hate, I can learn to un hate. To do this, I need the other. I need Burak and he needs me to reach this healing of memory that will liberate us from the burden of hatred. Many Armenians see us as traitors because we are friends with Turks. But I reply that it takes more courage to love than to hate.'

Over the past four years several participants have visited each others' countries. Burak went to Beirut earlier this year. At an Armenian museum, he read a letter from a Turkish mother in 1915 to the Armenian children in her care. 'Amidst tragedy, she turned hate into love,' he said.

Arshalouys says this is what they are working to do today. 'The bleeding will continue until we discover that the other is also a human. This is why dialogue is so important. We can get rid of our hatred; love is the greater weapon.'



Maintaining and Sharing the Legacy

As a non-profit organization, we have not always been able to make major renovations to the Caux Palace, our conference centre, which we have owned since 1946. The positive side of this is that it is now one of the most authentic Belle Epoque buildings in Switzerland. However, this also means that the building needs to be restored. Our maintenance team has been working hard to add modern comfort while keeping the historical cachet. In 2019, they renovated seven conference rooms, more than ten bedrooms and other parts of the palace such as entrances.

If you believe in the value of our 120-year-old centre for dialogue and peace or have a heart for the Belle Epoque, please donate on www.iofc.ch/donate or contact donor relations (see page 26) to support renovation work.

Archives

Work on the archives preserved at Caux continued in 2019. Some 30 linear metres of additional archives were added to the collection at the **Vaud Cantonal Archives** in Lausanne. A series of old discs from the 50s are being digitalized while an inventory of photographs preserved at Caux and of materials destined for the cantonal archives is also being prepared. An online platform known as **For a New World** is being designed with financial support from the **Swedish association Kultur for Livret (Renewal Arts)**. Through this, more of Initiatives of Change's heritage will be available online.

Guided tours

We offer guided tours of the **Caux Palace** during events and on demand. **Andrew Stallybrass**, our guide, lived in the Palace for years and knows all its hidden corners and pathways, as well as the details of its rich history. In 2019, more than 100 local visitors had the chance to discover this majestic Belle Epoque hotel.



**Caux is magical.
It gave me hope.**

Mulham, Syria





Hospitality Services to Inspire, Equip and Connect

The **Caux Conference and Seminar Centre** contributes to creating a more just, peaceful and sustainable world by offering a safe space for meaningful encounters. The conference and seminar centre is available for rent throughout the year for groups of 20 and more. With its unique setting and history, IofC Switzerland's 120-year-old centre of dialogue and peace offers an inspiring atmosphere where people are invited to connect with themselves and others.

Within this vision, the hospitality services welcomed around 30 events in 2019, apart from the Caux Forum. These were mainly organized by international, not-for-profit and government organizations and by academic institutions, as well as by the Initiatives of Change network.

To increase our activities, the hospitality team is preparing tailored offers for potential guests. At the centre of everything remains the daily motivation to deliver a quality service to those who have chosen Caux for their event, to care for their wellbeing and to offer everyone a hearty welcome.



Donors and Volunteers

We would like to thank all volunteers and donors, whether government agencies, foundations or individuals, who have made our work in 2019 possible. Thank you for your support and trust.

Institutional Donors

- Robert Hahnloser Stiftung
- Irene Prestwich Trust
- Swiss Federal Department of Foreign Affairs (FDFA)
- Movetia
- Fritz-Gerber-Stiftung
- Initiatives of Change Netherlands
- Initiatives of Change Sweden
- Spitalschwestern-Gemeinschaft
- Initiativen der Veränderung Deutschland
- Initiatives of Change UK
- Communauté de Grandchamp

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



When I think about Caux, I think about the people. I feel and remember the moments when something happened inside of me and I suddenly realized how much strength we have together. I learned many things in Caux during these years and the most beautiful gift is this one: at Caux I learned to be truly present. This will affect my choices in life.

Oana, volunteer 2019

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 Véronique Chereau, in charge of Donor Relations.



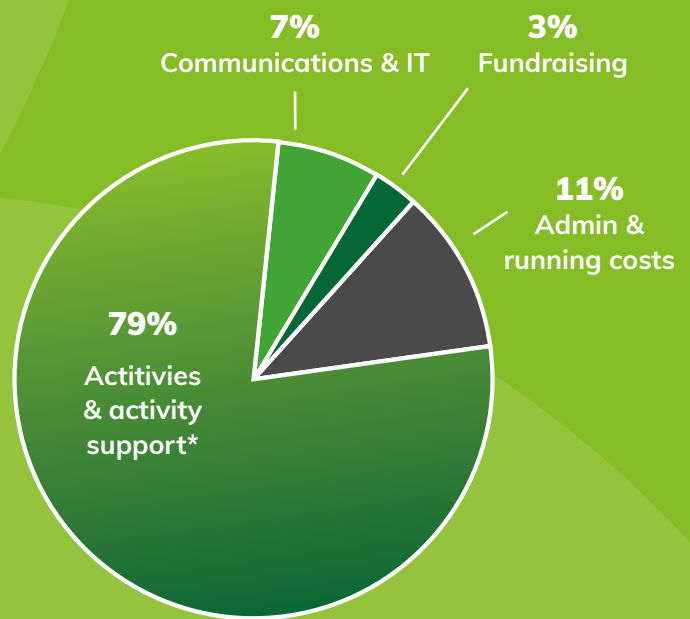
✉ veronique.chereau@caux.ch

☎ +41 76 211 90 52

Where does your money go?

Total expenditure CHF 5.283.648

Activities & activity support	79%
Communications & IT	7%
Fundraising	3%
Admin & running costs	11%



*Activities and activity support includes all our mission-based work, including the Caux Conference and Seminar Centre and costs associated with it.

Hélène Guisan is one of many individuals whose generosity enables lofC's work to continue. She says:



I became involved in the work of Initiatives of Change. It was a great activity for me, very satisfying, always with the desire to communicate to others the possibility of changing the world through personal change. The Caux Forum allowed me to travel around the world without leaving my country and to establish deep relationships with people who would otherwise have remained strangers to me. I owe a lot to Initiatives of Change Switzerland because it was through this movement that I have learnt how to be silent and listen to the inner voice.

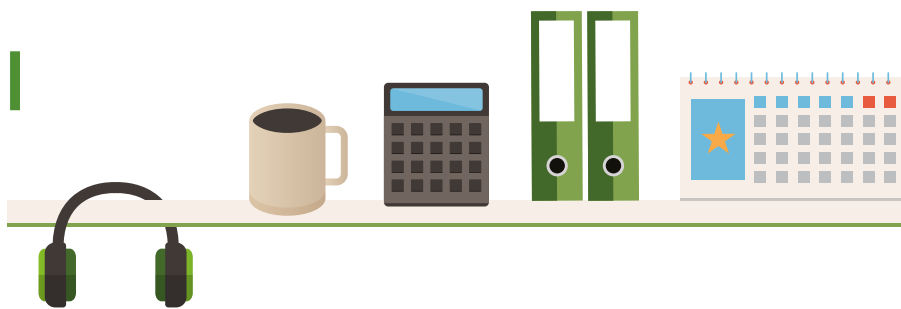
Hélène Guisan, donor

FINANCIAL STATEMENT 2019

	31/12/2019	31/12/2018
	CHF	CHF
ASSETS		
Current assets		
Cash	1,145,301	2,110,107
Securities	1,139,755	1,029,242
Trade accounts receivable	337,689	231,879
Accounts receivable from Caux Books	5,975	5,634
Other current receivables	18,587	42,798
Accrued income and prepaid expenses	473,539	480,524
	3,120,846	3,900,184
Capital assets		
Loan to employee	0	61,000
Shareholdings Caux Books	1	1
Non-real-estate assets	137,406	186,609
Real-estate assets	3,581,101	3,741,416
Earmarked assets		
Silvia Zuber Fund	2,588,394	2,488,186
	6,306,902	6,477,212
Total Assets	9,427,748	10,377,396
LIABILITIES		
Short-term liabilities		
Trade accounts payable	300,405	384,812
Other current liabilities	229,081	211,356
Accrued expenses and deferred income	23,709	73,068
	553,195	669,236
Long-term liabilities		
Long-term interest-bearing liabilities		
Mortgage	4,500,000	5,350,000
Other long-term liabilities	38,368	49,815
	4,538,368	5,399,815
Earmarked funds		
Funds for projects and programmes	327,779	305,018
Funds for renovations	31,789	31,789
Own restricted funds	623,928	752,256
Silvia Zuber Fund	2,588,394	2,488,186
	3,571,890	3,577,249
Organization capital		
Free funds		
Renovation fund	240,000	240,000
Acquired unrestricted capital		
Foundations capital	491,096	496,724
Result of the year	33,199	-5,628
	764,295	731,096
Total Liabilities	9,427,748	10,377,396

INCOME STATEMENT	2019 CHF	2018 CHF
Operating income	546,940	783,605
General donations	62,602	76,408
Earmarked donations	1,717,362	806,444
Legacies	283	254,016
Rental income	2,589,339	2,057,895
Other income	163,497	343,249
Total income	5,080,023	4,321,616
Operating expenses	-563,215	-640,322
Public relations, documentation	-134,942	-186,525
Staff	-2,793,380	-3,191,740
Repairs and maintenance	-340,513	-258,502
Running costs, rent, insurance	-750,782	-840,000
Administration, consulting costs	-229,389	-345,243
Depreciations	-396,847	-255,987
Taxes	-74,581	-72,468
Total expenses	-5,283,649	-5,790,788
Operating result	-203,626	-1,469,171
Financial income	143,589	105,727
Financial expenses	-67,230	-293,865
Financial result	76,359	-188,138
Extraordinary income	49,799	1,094,215
Project contributions Silvia Zuber Fund	-169,656	-184,332
Financial result Silvia Zuber Fund	274,964	-195,317
Non-operating result	155,107	714,566
Annual result before funds result	27,840	-942,743
Allocation to earmarked funds	-1,992,326	-806,444
Withdrawal from earmarked funds	1,997,685	1,443,560
Earmarked funds result	5,359	637,115
Withdrawal from fluctuation reserves	0	300,000
Free funds result	0	300,000
Annual result	33,199	-5,628

Our Council and Team



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).

Council

Christine Beerli

Switzerland, President, Former Vice-President of the International Committee of the Red Cross

Elisabeth Tooms

United Kingdom, Vice-President, Former Head of the Library and Information Service, and Stage Manager

Vivek Asrani

India, Managing Director of Kaymo Fastener Company

Francois Barras

Switzerland, Ambassador

Martin Frick

Germany, Senior Director Policy and Programme Coordination at UN Framework Convention on Climate Change

Antoine Jaulmes

France, Director of the Light Commercial Vehicles R&D Platform with PSA Peugeot Citroën

Andrew Lancaster

Australia, lofC worker

Omnia Marzouk

United Kingdom, medical doctor, former President of lofC International

Karin Oszuszký

Austria, Advisor in the Private Sector and Trade Finance Department at the Development Finance Institution, OFID

Hans-Ruedi Pfeifer

Switzerland, psychiatrist

Véronique Sikora

Switzerland, Associate Professor at the School of Engineering and Management in Yverdon-les-Bains

Charlotte Wolvekamp

Netherlands, lofC worker, until April 2019

Staff as of April 2020

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Secretary General, until April 2020

Stephanie Buri

Co-Director General, since April 2020

Rainer Gude

Co-Director General, since April 2020

Christine Taets

Executive and Philanthropy Assistant, until January 2020

Celestina Neto

Executive Assistant, since January 2020

Caux Forum

Nick Foster

Director

Clementine Lue Clark

Just Governance for Human Security, Managing Director, until August 2019

Diana Damsa

Tools for Changemakers, Managing Director

Annika Hartmann de Meuron

Ethical Leadership in Business, Managing Director

Irina Fedorenko

Caux Dialogue on Land and Security, Managing Director

Eliana Jimeno

Towards an Inclusive Peace, Managing Director, until August 2019

Caux Peace and Leadership Programme

Phoebe Gill

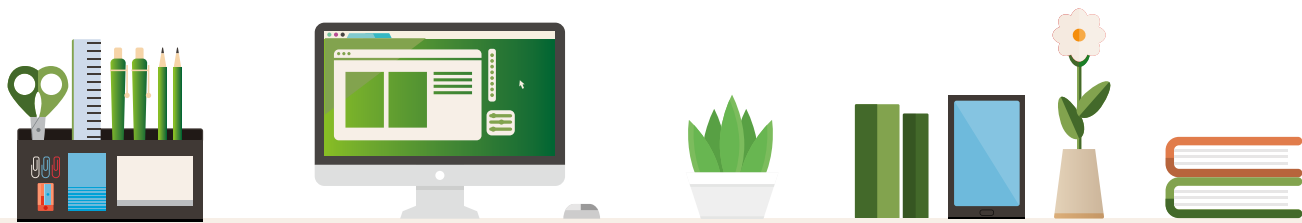
Training Manager

Caux Design Team

Jonathan Dudding

Bhavesh Patel

Laura Reijnders



Partnerships

Rainer Gude

Strategic Partnerships Manager

Finance, Hospitality, HR, & Premises

Gregory Davies

Director, until January 2020

Horia Jarrar

Director, since January 2020

Hospitality

Rahel Isenschmied

Hospitality Manager

Ramana Akkina Venkata

F&B Manager and Event coordinator

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Head Housekeeper

Fabian Buecheler

Assistant Hospitality Manager

Housekeeping

Ganimete Zeqiraj

Housekeeping, Lucerne Office

Monjia Sifi Ben Snoussi

Housekeeping, Geneva Office

Facilities

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Head of Facilities

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Carpenter

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Painter

Pascal Gallet

Landscape Technician

Angelo La Greca

Technician

Bernard Groves

Maintenance

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Finance

Michael Bättig

Accountant

Swiss Programmes

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Programme Manager, Trustbuilding

Annika Hartmann de Meuron

Programme Manager, Ethical Leadership in Business

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Head of Philanthropy

Cindy Bühler

Fundraising and Marketing coordinator, since March 2020

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IT Manager, until June 2019

Peter Osazuwa

IT Manager, since June 2019

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Director

Sabrina Thalmann

Communications Officer, until December 2019

Elodie Malbois

Communications Officer, since February 2020

Martina Napoletano

Communications Assistant,
from February to August 2019

Ulrike Ott Chanu

Webmaster Consultant

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and discover more stories on

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#bethechange



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*We inspire, equip and
connect changemakers
and peacemakers to be
the change they want
to see in the world*



SUPPORT US

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Euro-account: 249270-62-3
IBAN CH58 0483 5024 9270 6200 3
Swift Code CRESCHZZ80A

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