



Annual Report 2020

Building trust across the world's divides

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Editorial

Shaping the Future Together

2020 was a challenging year in which to take over the leadership of Initiatives of Change Switzerland. In the midst of all the insecurity, isolation and grief caused by the pandemic, our priority was to take care of our staff and community. Changemakers needed more support than ever in their fight for a more just, peaceful and sustainable world.

For that reason, we decided to bring the Caux Forum Online. The theme that had been chosen before the pandemic, **'Shaping the Future Together'**, became even more relevant and encouraged us to focus on the obstacles that changemakers were facing in this new situation. Offering the forum online and free of charge also made it more widely accessible. The events drew about 1,000 participants, cumulatively. We are deeply grateful to the conference and support teams who dedicated many hours to learning new skills and software, and designed new programmes in only three months.

Initiatives of Change Switzerland has always made it a priority to connect people at the human level and to provide a safe space for them to share their stories. Many of us feared that holding our activities online would jeopardize our mission. However, thanks to clever design and the multiple possibilities offered by software, we saw people connecting and developing bonds behind their screens. **A sense of community grew and we felt privileged to meet with people so far away from us.**

Yet, we do not forget Caux. Screens cannot fully replace face-to-face interactions in the beautiful setting of the Caux Palace. We still hold on to the vision of the citizens who bought the Palace to make it a 'home for the world' and hope soon to be able to welcome groups there again.

Our biggest challenge for the future is to ensure sustainability, both for our finances and for our staff. As we celebrate our 75th anniversary in 2021, we are taking the opportunity to look at our history for inspiration. Initiatives of Change Switzerland was created in the aftermath of the second world war, when the world needed to be rebuilt and wounds healed. Since then, we have never stopped gathering and connecting people who want to play their part in bringing more peace and justice to the world. **Our mission is just as relevant today and it pushes us forward. We hope you will join us to celebrate all the decisive encounters that have happened in Caux and all those yet to come.**

Stephanie Buri and Rainer Gude
Co-Directors General



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



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 the historic Caux Palace was acquired as a centre for dialogue, reconciliation and peace. We have offices in Caux and Geneva. 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.

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.

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.

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.



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.



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.

Our Network

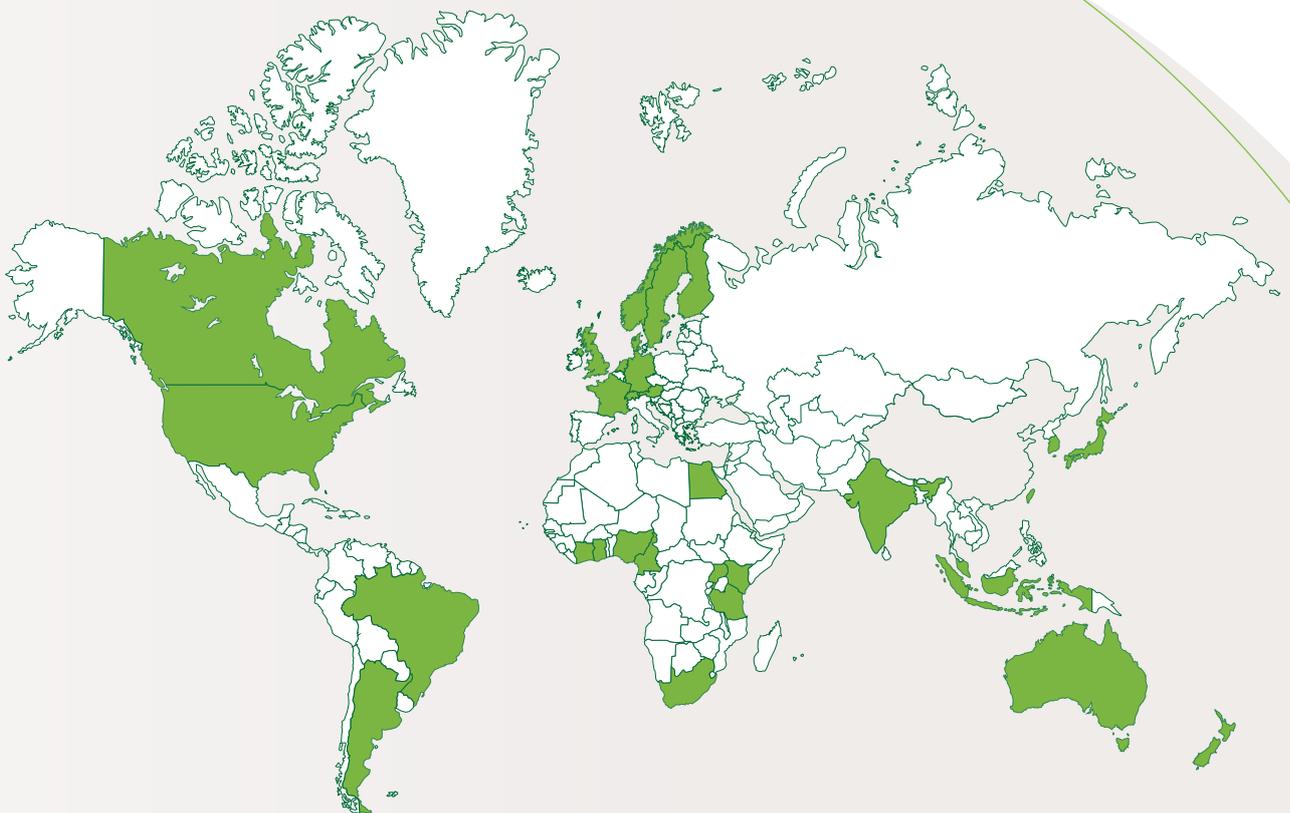
Initiatives of Change (IofC) is a worldwide movement of people from diverse cultures and backgrounds which focuses on 'building trust across the world's divides'. IofC Switzerland is a member of Initiatives of Change International, a non-profit organization registered in Switzerland, serving the wider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

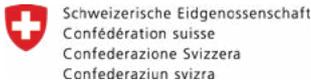


Our Partners

Institutional Partners:



Organizations we collaborate with:



The Geneva Centre for Security Policy (GCSP) and Initiatives of Change share the mission of supporting international peace and security. Both organizations are dedicated to empowering individuals to achieve this goal and they both benefit from each other through the exchange of knowledge and expertise. Every year, jointly with Initiatives of Change, we co-design the Land, Security and Climate Summer Academy within the framework of the Caux Dialogue on Environment and Security. Only together can we create a safer world!

Christina Orisich

GCSP Deputy Director, Head of Executive Education

Our Activities

IofC Switzerland creates opportunities online or at our **Conference and Seminar Centre in Caux** to inspire, equip and connect changemakers from all around the world.



Programmes

Our programmes offer conferences, workshops and events throughout the year. They apply our tools and approach to their respective focus areas: ethical business, the environment and security nexus, leadership and dialogue. Participants have the opportunity to learn from experts and to experience peacebuilding, leadership and community-building first hand (see pages 16-26).



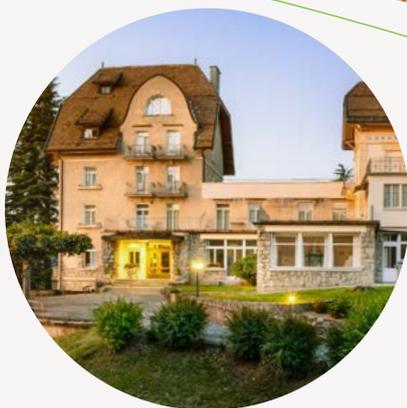
Caux Forum

Each summer, together with our partners and volunteers, we hold international conferences on such themes as ethical leadership, sustainable living and peacebuilding (see pages 14-15), under the umbrella of the Caux Forum. The conferences are usually held in Caux, where our Conference and Seminar Centre, with its beautiful view over Lake Geneva, offers a safe space for dialogue and reflection and fosters connection, collaboration and innovation. 2020 gave us the opportunity to bring the Caux Forum online. We will repeat this in 2021.



Facilitation

We facilitate our own events and those of other organizations in line with our vision. We also provide training in facilitation (see page 13). Our unique style is human-centred and focuses on story sharing and participation.



Hospitality Services

We offer our conference centre for 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 (see page 31).



Maintenance

As a non-profit organization, we have not always been able to afford to make major renovations to the Caux Palace. The positive side of this is that the Caux Palace is now one of the most authentic Belle Epoque buildings in Switzerland. However, it also needs to be restored. Our maintenance team has been working hard to add modern comfort while keeping the historical cachet (see p. 30).

Highlights of 2020

The COVID-19 pandemic made 2020 a challenging year for everyone. We aimed at connecting and supporting our community but also training changemakers to equip them with the skills needed to face the ongoing crisis.



Caring for our #Cauxmmunity

During the global pandemic, we have been committed to taking care of our staff, network and alumni. Even though we were isolated, we joined forces more than ever to see how we could transform the Caux Forum, take care of our community and help each other navigate this difficult period. To do that, we have collected practical advice from our team, and shared it with the #Cauxmmunity.

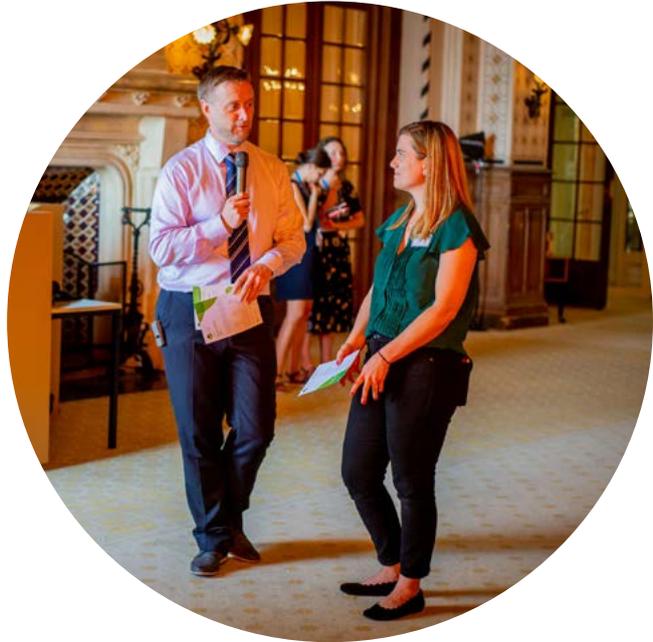
Bringing the Caux Forum Online

In April 2020, as the COVID-19 pandemic developed, we made the decision to bring the Caux Forum online. This was a significant challenge for the conference teams, who had less than three months to design a new programme suitable to an online format. On the plus side, this made the Caux Forum accessible to many more changemakers, present and future, and allowed nearly 1,000 participants to join us.



Co-Leadership for the Foundation

IofC Switzerland tested a new leadership model in 2020, with Stephanie Buri and Rainer Gude sharing the directorship of the foundation. This change was in line with the organization's desire to walk the talk and have a more participative, agile and sustainable form of leadership. This new model is continuing in 2021 with Nick Foster, former Director of the Caux Forum, having replaced Rainer Gude as co-director with Stephanie Buri.



Moving offices

In order to reduce costs we closed our offices in Kriens (Lucerne) in May 2020 and moved our official 'headquarters' status to Caux (Montreux). We are now registered in the Commercial Registry of Vaud.

As our team in Geneva got smaller, and spent more time working from home, we were able to move to a smaller office in the International Environment House in Chatelaine (Geneva).

Connecting with our Local Community

When international travel ceased, we took the opportunity to connect more with our local community, with appropriate social distancing. As part of the Dolce Riviera, a Montreux-Riviera Tourism initiative, the gardens of the Caux Palace were open to the public from 24 July to 16 August 2020. We also celebrated Swiss National Day on 1 August on the terrace of the Caux Palace. More than 300 people came throughout this warm day to enjoy the beautiful view and the entertainment organized in partnership with the Society for the Development of Caux and L'Artisan Glacier.





The Caux Peace and Leadership Programme Talks

The Caux Peace and Leadership Programme has launched a new series of monthly events, involving story sharing and discussion around a theme. The events connect an international community of more than 300 young changemakers and alumni of the programme and are open to anyone who wants to take part (see page 22).

Geneva Peace Week

Two new training sessions were offered during the 2020 Geneva Peace Week. We invited participants to join us for a workshop on [The Courageous Listener: bearing our own discomfort](#) to help them cope with the difficulties of listening to painful stories (see page 24). In collaboration with the Geneva Centre for Security Policy, we also offered a panel on [Environment, Climate, Conflict and Peacebuilding](#) (see page 20).



Our Facilitation and Training Offer



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 participants practical tools for effectively bringing their teams' ideas together and for making better collective decisions, which they then go on to implement. In 2020, due to the pandemic, we were only able to give one training session, on Group Facilitation Methods.

This was one of the best trainings I have ever taken. The methods are clear and useful and the delivery is the perfect balance of theoretical and practical. I would highly recommend it to all facilitators at all levels.

Kali Taylor

Senior Policy Advisor, International Institute for Sustainable Development

It was an excellent opportunity to develop and improve key skills needed to generate positive team results as well as to gain confidence in your own facilitation skills.

Renzo Costa

Project Coordinator, the Geneva Centre for Security and Peace



The Caux Forum

Where the Personal Meets the Global



In 2020, the Caux Forum could not happen in Caux as it usually does. However, we kept the same recipe for success: the online version still featured inspiring speakers, a safe space for sharing and time to connect with oneself and others. To make the forum accessible to as many changemakers as possible, registration was free of charge.

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 of all origins, ages and walks of life participate in the forum, share with each other and grow together.

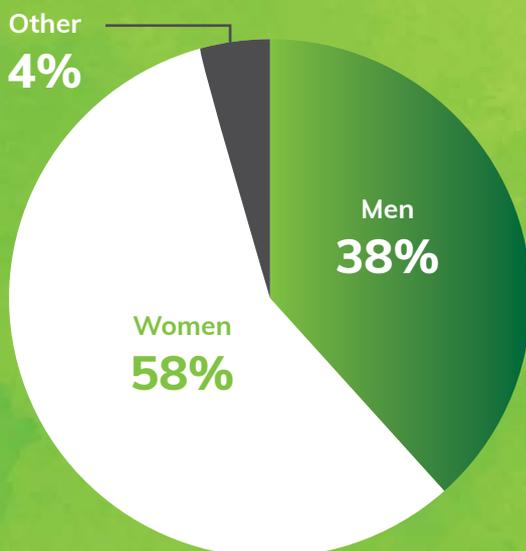


Our managing directors had the support of more than

20 VOLUNTEERS

who worked hard to make this first online forum possible. Thank you!

Gender breakdown:



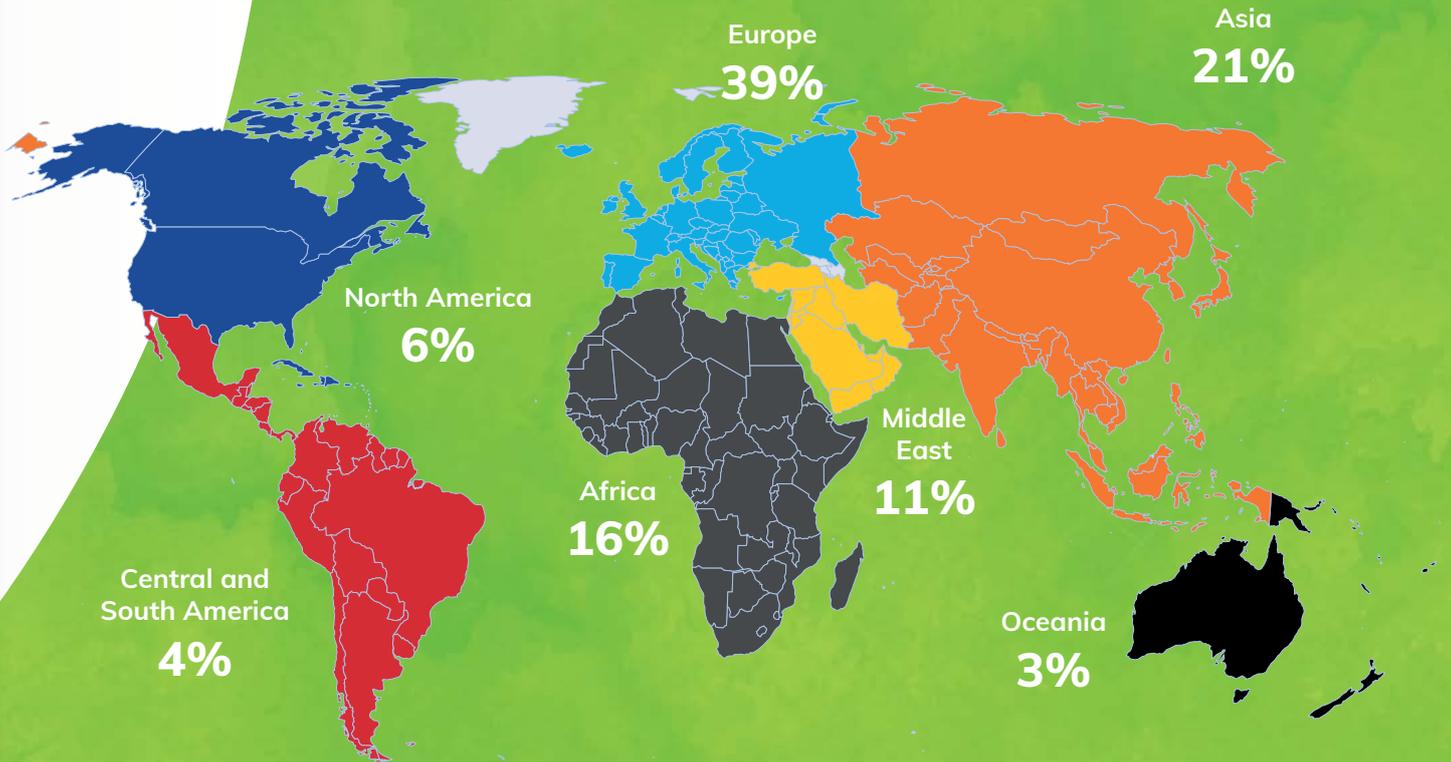
Nearly
1,000
participants



109
Nationalities*

*Number based on registrations

Overall geographic breakdown*



*Number based on registrations



125
Speakers



90
Facilitators



More than
28
Online sessions



**SILENT
REFLECTION**

**Shaping
the Future
Together**
was 2020's
overarching theme



**STORY
SHARING**

Programmes

By July 2020, the conferences of the Caux Forum had developed into programmes which offered events throughout the year. Between July and December 2020, more than 2,000 participants* took part in events organized by lofC Switzerland's programmes.

*including the Caux Forum participants

Ethical Leadership in Business

Leadership for a Resilient Economy

- CAUX FORUM
- 25 – 26 June 2020
- 220+ cumulative* participants

* This figure is the sum of the total number of participants attending each online session.

The COVID-19 pandemic has revealed weaknesses and strengths in our socio-economic systems. It has caused great economic hardship, but it has also given us an opportunity to rebuild our economies on a more sustainable, inclusive and resilient basis. The Ethical Leadership in Business (ELB) conference explored how we can achieve that. Speakers included **Peace N Kuteesa**, Founder and Chief Operations Officer of Zimba Women; **Danièle Castle**, Senior Director, Education and Talent at Digital Switzerland; **Guillaume Taylor**, Founder of Quadia; **Andrea Kuttner**, Head of Digital Learning at Credit Suisse; **Nazrene Mannie**, Executive Director at GAN Global; **Olga Strietska-Ilina**, Skills Strategies for Future Labour Markets at the ILO; and **Kristin Engvig**, Founder and CEO of Global WIN&WIN Conference.

The conference offered panels livestreamed from the Caux Palace, online networking times and an introspective workshop. Even though participants could not meet on the terrace as they usually do during the Caux Forum, they remained very engaged throughout the conference. Deep conversations took place.

The inspiration generated by the conference was sustained by monthly ELB Talks (see page 18).



The ELB Talks have been a wonderful opportunity to hear various perspectives from around the world, and to learn about the challenges that people have faced and how they have overcome them through their own resilience. The ELB Talks gave me a feeling that I was part of a global community, which can make a positive global impact.

Tara Scanlan
Senior Principal Regional Success Manager
at Salesforce.org



Online Workshop: Digital Soft Skills

• 3 November 2020

Digitalization has been taking place for years, but with the arrival of the pandemic, many of us have seen our screen time explode. We have all had to learn how to use new software and devices. But we may not have updated our digital soft skills – such as emotional self-regulation, critical thinking, empathy and respectful communication. Moderated by **Annika Hartmann de Meuron**, Managing Director of ELB, and **Rainer Gude**, Co-Director of IofC Switzerland, this workshop invited participants to explore whether their online behaviour was in line with their core personal values.

E-space Masterclass: Tools for Surviving a Crisis

• 19 November 2020

During Global Entrepreneurship Week in November 2020, IofC Switzerland took part in E-space, a three-day hybrid event, which offered a range of masterclasses and conferences. **Annika Hartmann**, Managing Director of ELB, offered a masterclass on surviving a crisis, which focused on strengthening resilience. She identified tools and strategies which entrepreneurs can use to prepare themselves for difficult times and to create their own survival toolkit. These strategies were illustrated by the testimonies of three young people from countries in crisis.



Ethical Leadership in Business Talks

ELB Talks are monthly conference calls which offer business people from around the world a space for sharing experiences, ideas and expertise. The group currently has 60 members. To ensure a safe space for conversation, new participants can only join on the recommendation of an existing member.

After a short welcome by the organizers, I found myself in a breakout room with like-minded people from Kenya, Canada, Germany and Macedonia, discussing important issues that were on my mind at that moment. I found this to be an incredible experience and enrichment.

André Vögtlin

Executive Search & Career Consultant, Basel, Switzerland

STORY

Empowering African Female Entrepreneurs

Peace Kuteesa from Uganda is the co-founder of Zimba Women, an e-commerce provider that aims to equip African women with the business and technology skills they need to play an active role in their economies. She was a speaker at ELB 2020.

Zimba Women began on Facebook, where Kuteesa and her co-founder first connected in a young mothers' group, encouraging one another to sell their products. As the group grew, some of the women set up their own businesses, and Kuteesa and her co-founder decided to launch a formalized version of the group, which became Zimba Women. They felt that one of the best ways they could use their computer engineering backgrounds was to help women who did not have an understanding of technology.

'We want to ensure that women are able to participate in the economic development of their countries or communities,' Kuteesa explained. 'When you empower these women economically, you help them develop their communities.'



Caux Dialogue on Environment and Security

Building Trust, Breaking Barriers: an opportunity to re-imagine the future

- CAUX FORUM
- 1 – 4 July 2020: Panels
- 5 – 19 July 2020: Workshops and community-building
- 450+ cumulative* participants

* This figure is the sum of the total number of participants attending each online session.



Environmental problems and conflicts feed into each other, fostering land degradation and violence. Thankfully, there is growing evidence that this vicious cycle can be reversed. Often, the missing ingredient is trust. The Caux Dialogue on Environment and Security (CDES) 2020 explored ways to initiate environmental regeneration and peace. In workshops and panels, participants shared experiences, learnt about the latest developments in the field and presented their own initiatives.

Among the 40 speakers were Larry Gbevlo-Lartey, CEO of the Human Security Research Centre of Ghana and former AU High Representative for Counter-Terrorism; Mukhtar Ogle, Secretary for Strategic Initiatives in the President's Office of Kenya; and Dr Dhanasree Jayaram, Assistant Professor, Manipal Academy of Higher Education, India.

The online publication [Geneva Solutions](#) reported on the conference: 'Case studies from India, Namibia, and elsewhere illustrate how carefully designed, community-based solutions can tackle desertification, climate change and environmental degradation – also easing conflicts over land, water and other natural resources.'

Workshops included the first Caux Ocean Dialogue and a session on '**Land and Security in Sub-Saharan Africa**' organized with the Swiss Federal Department of Foreign Affairs. The conference also explored the connections between art and environment, with the IofC Bards creating inspiring artworks to reflect their impressions. Fruitful conversations developed, which are continuing in monthly calls.

Summer Academy on Land, Security and Climate

• 1 – 5 July 2020

The second edition of the Summer Academy on Land, Security and Climate took place within the context of the CDES. It was organized by Initiatives for Land, Lives and Peace (ILLP), the Geneva Centre for Security Policy (GCSP), and IofC Switzerland. It gathered 28 participants from 20 countries, including Bhutan, Burkina Faso, the Comoros Islands, Costa Rica and Malawi, with core funding from the Africa Climate Change Fund of the African Development Bank. Breakout rooms enabled participants to brainstorm and collaborate on environmental restoration in their own contexts, before presenting them in plenary sessions for further discussion. Despite being online, the Summer Academy went so well that participants and organizers found it hard to part at the end.

The 2019 Summer Academy at Caux and the 2020 virtual course both presented a varied panel of speakers, who delivered quality content. The energy and enthusiasm that was felt in the classrooms at Caux was also reflected across the computer screens.

Summer Academy participant

Geneva Peace Week: Environment, Climate, Conflict and Peacebuilding

• 6 November 2020

IofC Switzerland and the Geneva Centre for Security Policy (GCSP) held an online panel discussion on environmental peacebuilding, as part of the Geneva Peace Week whose theme was 'Rebuilding Trust after Disruption: pathways to reset international cooperation'. One hundred and fifteen people attended the online panel discussion moderated by **Anna Brach**, Head of Human Security at the GCSP, and conceived by **Alan Channer**, a peacebuilding and environment specialist with Initiatives for Land, Lives and Peace. Other speakers included **Raj Upreti**, Executive Chair at the Policy Research

Institute in Nepal; **Kelechi Eleanya**, Team Leader at EverGreening Network for Forest and Land Restoration (ENFORLAR) in Nigeria; and **Irene Ojuok**, land restoration specialist from Kenya. The session explored the dynamics of environmental peacebuilding through three case-studies.

Ojuok's experience of grassroots action was highlighted at the closing ceremony of Geneva Peace Week, alongside an address by **Inger Andersen**, Executive Director of the United Nations Environment Programme.



Interactive Webinar: Land governance in the Sahel: how can we catalyze human security and climate resilience through land restoration?

• 2 December 2020

IofC Switzerland collaborated with the Geneva Centre for Security Policy and the Swiss Federal Department of Foreign Affairs (FDFA) on an interactive webinar in French on land degradation and human security in the Sahel. **Luc Gnacadja**, Founder and President of GPS-Dev (Governance and Policies for Sustainable Development), facilitated the event. The Sahelian experts included **Bouaré Bintou Founé Samaké**, Minister for the

Promotion of Women, Children and the Family in Mali; **Oumar Sylla**, Interim Director for Africa at UN Habitat; and **Tioungiani Abasse**, Senior Researcher in Agroforestry at the Institut National de la Recherche Agronomique du Niger. They explored how to overcome the factors which hinder good land governance in the Sahel, and how land governance interacts with insecurity and conflict.

STORY

Retooling the Wheel for Regenerative Investment

Chau Tang-Duncan, Co-Founder and Chief Operating Officer of Earthbanc, the world's first green digital banking and investment platform, has been coming to Caux regularly since 2010 and was a speaker at CDES 2020. It was at Caux that she first embraced the role she could have in connecting people with the planet. She first presented the concept of Earthbanc (then called 'Goodbanc') at the 2019 Caux Dialogue on Land and Security. 'It's about doing something for the Earth, not doing something good,' she explains. 'Earthbanc is trying to reshape the whole financial ecosystem to support regenerative investment.'





Caux Peace and Leadership Programme

In 2020, the Caux Peace and Leadership Programme (CPLP) had to be cancelled due to the pandemic. However, the network of 300+ CPLP alumni remained passionate about bringing change in the world. The alumni collaborated with the Mandela Mile Leadership Challenge in creating the Mandela Mile Leadership Programme, a four-month online training initiative for emerging leaders. CPLP alumni took part in the programme and also played the role of 'buddies', offering accompaniment to young changemakers.

The alumni also organized the first Creative Leadership conference (see below) and launched the CPLP Talks. These monthly online dialogues offer an opportunity to engage with young voices from around the world in tackling difficult issues. Each month, thought-provoking articles written by alumni are published on our website.

Creative Leadership

Together for Change

- CAUX FORUM
- 9 – 15 July 2020
- 120+ participants

The Creative Leadership conference took participants on a six-day journey of personal inquiry to explore creative leadership. More than 120 passionate changemakers joined the adventure. They were inspired by impactful stories and built a strong virtual community.

The conference team invited social entrepreneurs who are making a difference in the world to teach participants about leadership through human libraries and webinars. Speakers included **Sonita Mbah**, Executive Secretary of GEN (Global Ecovillage Network) Africa; and **Maria Paula Garcia Romero**, Founder and Director of Suuralairua Library. The programme also included dialogue groups, informal 'tea times' and reflective quiet times. To accommodate time differences, two programmes were offered at different times of the day. The community stayed connected through a reunion in January 2021.



STORY

Maria's battle to end suicide in Manizales

Maria del Pilar has made it her mission to end suicide in her home city, Manizales, Colombia. She is a CPLP alumna, participated in Mandela Mile 2020 and was one of the human books at the online Creative Leadership conference 2020.

Two years ago, one of Maria's friends committed suicide. Maria couldn't understand why such a young, funny and lively person would want to end her life. She was horrified when friends who were supporting her through her grief confided that they had attempted suicide themselves. The sudden awareness of the prevalence of suicide among her city's young people was like a cold shower. She discovered that Manizales had the highest rate of suicide in Colombia, yet nothing was being done to prevent these premature deaths.

Maria felt driven to do something. She took stock of what she had: 10 years of volunteer work with young people and participation in countless leadership workshops. The leadership tools she had learned had had a powerful effect not just on her own life, but also on the lives of the young people at the reformatory where she had been volunteering. 'With the right tools, young people start changing their lives and they thrive, no matter their circumstances,' she says.

She created a workshop and started delivering it at a high school in Manizales. She found that the students talked to her about their lives and feelings. 'They could relate to me because I am a young woman. As a teenager, if you have someone who you can speak to every week and who supports you and helps you discover and strengthen your talent, then you can start thriving.'



Columbia University in the US identified her workshop, Life Academy, as a social initiative with high impact in the world. They brought her to New York to learn how to improve her processes, methodology and evaluation. When she came home, she formalized her workshop plan and applied to the education secretariat for permission to conduct 12 workshops in one semester at the school with the highest suicide rates. At the end of the semester, she found that the workshops had reduced suicidal tendencies by 91 per cent.

Elated by this success, she started to scale up her initiative. She now has a team of 10: she is the only one who is paid. They plan to become a fully sustainable social enterprise, delivering leadership workshops to all 35,000 students in her city and beyond.

Tools for Changemakers

Shaping the Future Together through Dialogue

- CAUX FORUM
- 17 – 19 July 2020
- 180+ participants

What if we all had the power to make our communities more cohesive and inclusive by starting to listen to each other deeply? The Tools for Changemakers conference was a three-day experiential journey designed to equip participants with the powerful tool of dialogue. Active and aspiring changemakers from all over the world and of all ages joined the online event. They listened to experts on dialogue, and experienced first-hand how transformative it can be to authentically share with and listen to each other. Among the speakers were **Simon Keyes**, Professor of Reconciliation and Peacebuilding at the University of Winchester in the United Kingdom.

Despite being online, the conference was highly interactive. It created a safe space and offered plenty of opportunities for participants to get to know each other, reflect on their experiences and share them. Words of gratitude flowed in, as participants left feeling inspired and connected.



Excellent content. Brilliant process. Good conversations.

I continue to be surprised and impressed with the deep levels of sharing and vulnerability we are collectively willing to enter into in an online forum. The sessions were well held and the balance of activities was wonderful.

This workshop reminded me how to take care of myself to avoid feeling too vulnerable and hurt by what I hear.

Workshop participant

The Courageous Listener: bearing our own discomfort

- 5 November 2020

Initiatives of Change Switzerland led an online workshop on the theme of listening as part of Geneva Peace Week 2020. Listening is a core skill in the work of a peacemaker, but harrowing stories and events can touch us at deep and unpredictable levels and affect our health, wellbeing and work. The workshop aimed to raise awareness of this issue and offer tools and guidance on how to take care of oneself while listening to painful stories. **Diana Damsa** of Tools for Changemakers hosted the session. **Agnes Otzelberger**, founder of the The Good Jungle, and **Neil Oliver**, facilitator, offered their expertise and led participants through an exercise on self-awareness while listening to someone else.

Online Training Sessions

• October – November 2020

Volunteers from the lofC network designed and delivered two online training programmes for the Young Ambassadors, a Tools for Changemakers programme for young Europeans who aspire to transforming society. The first programme, 'Looking at Personal Values', consisted of two sessions that looked at how values can lead to conflict as positive change. The second three-session programme, 'Facilitating Group Conversations', was designed for those who wanted to learn more about how to structure and facilitate a group conversation, with application to the online environment.



STORY

Weaving Peace into the Fabric of Society

Peace-building runs in the blood of Mohammed Abu-Nimer, who spoke at Tools for Changemakers 2020. For many years his grandfather was a mediator in his community. He has been facilitating dialogues himself for 30 years.

Mohammed Abu-Nimer is a Professor at the American University's School of International Service in International Peace and Conflict Resolution in Washington DC, and a Senior Advisor to the KAICIID Dialogue Centre. lofC Switzerland partnered with KAICIID in organizing Tools for Changemakers 2020.

In an interview after the conference, Professor Abu-Nimer described his first experience of dialogue when he started university aged 19. At that time, he thought dialogue was a form of political activism. He discovered that while political activism and dialogue both aim at change, dialogue does so by building relationships, enhancing our understanding of ourselves and others, and finding common ways to bring that change, rather than through confrontation, blame

or shame. Since then, he has been applying dialogue to resolving interfaith, interethnic and interracial conflicts all over the world.

Peace is impossible without justice, he says. 'For African American and non-white people in the United States, for example, there can be no full reconciliation with the dominant political system, and with the community that supports it, without structural changes.' Dialogue can contribute to structural change by making its participants 'realize that there are many ways to get to justice, including political activism, boycott and all the other techniques of peaceful and non-violent resistance'.

Although dialogue is not the only gate to peace, it makes peace sustainable. 'You can have a structure that is fair and just, but if that's not accompanied with dialogue and with a culture and practices of peace, there is no guarantee that peace will be sustained.' Dialogue promotes a deeper kind of peace because it builds peace at the individual level. 'You will always have conflict, but dialogue can prevent the violence of it.'

Learning to be a Peacemaker

• 11 – 19 July 2020

Learning to be a Peacemaker is a course designed by Imam and broadcaster **Ajmal Masroor**, which explores the peacebuilding dimension of Islam. This year it happened online. Participants from different cultural and religious backgrounds studied key Quranic texts to understand what peace means and addressed misconceptions about Islam and what it teaches about violence and extremism. They explored their biases and uncovered the resentment and anger that had sometimes been passed on to them from ancestors who faced deep injustice. Most importantly, they discovered that peace is something that is nurtured in each of us.

STORY

Sabica's experience of Learning to be a Peacemaker

Sabica Pardesi, 24, is pursuing a Masters in Digital Business. Her background is in Fine Arts and she is passionate about social impact through creative and entrepreneurial initiatives. She took part in Learning to be a Peacemaker 2020:

Learning to be a Peacemaker was life-changing in so many ways. It opened my eyes to things we know in theory, but don't really put into practice either actively or consciously.

From the outset, I found myself in a safe bubble with a wonderful group of keen learners. I had expected to attend a lecture, but instead found myself taking part in a dialogue with stories. Together we discussed and unpacked the 'why' of peacemaking. People from different backgrounds, cultures and journeys came together to understand what peace means.

My prejudices were dissolved!

Young Christian Egyptian



Islam means peace. This is not something that can be worn like a blanket when we feel the need for warmth, but something that needs to be processed, internalized and submitted to. Then, the warmth will come from within. We will no longer feel the need to be accepted, to be heard, to be followed. We will find that everything will be enough. We cannot be peacemakers without first 'uncapping' this inner peace. Anyone can do this by accepting the higher power.

As young people, we carry the anger and pain passed onto us by our parents, by our nations and cultural biases. We are quick to voice injustices and make statements. We often fail to account for sustainability. The course made me ponder how we treat the symptoms and not the cause. We live in a world where we are continuously seeking to become better than one another. But a peaceful society comes from accepting our differences and embracing one another.

I am still someone who wants to change the world, but I now know that peace does not just have to be spread, it needs to be cultivated and nurtured.

A Look Ahead to 2021: 75th Anniversary



Initiatives of Change
Switzerland

2021 marks Caux's 75th anniversary as a world conference centre of Initiatives of Change.

We will celebrate, look back and look forward throughout the year, under the theme of 75 Years of Encounters. A kaleidoscope of mostly online events will recall the centre's rich history and the impact of its reconciliation work, training programmes and conferences.



75 Years of Stories

Dive back into history and discover the amazing stories of 75 inspiring people – one for each year from 1946 to 2021 – whose lives have been changed through their time in Caux.

Arts Events

From its early days, Initiatives of Change has harnessed the arts to promote personal and social transformation. Plays, films, songs and visual arts have carried messages of inspiration, hope, peace and change.





• 5 July 2021

Opening Ceremony – Swiss Perspectives on Peace: past, present and future

The Caux Forum 2021 will begin with a high-level panel on 'Swiss Perspectives on Peace: past, present and future', celebrating Switzerland's contribution to world peace, with reference to Caux's role.

• 9 – 18 July 2021

Young Ambassadors Programme – Building a New Generation of Trustbuilders in Europe

This training programme, under the aegis of Tools for Changemakers, will bring together young people who aspire to take an active role in transforming society. They will explore the dynamic relationship between personal and global change.



• 12 – 13 July 2021

Initiatives of Change for Business and Economy

Corporate Governance in the 21st Century:
responding to systemic crisis



• 19 – 23 July 2021

Learning to be a Peacemaker

A course on Islamic approaches to peacemaking for young Muslims and their non-Muslim peers aged 18-30



• 25 – 31 July 2021

Creative Leadership – From Uncertainty to Possibility

Creative Leadership 2021 will embark from the premise that creative leadership comes from the depths of our beings. The conference will aim to shape a more hopeful future by empowering a generation of young leaders.



• 26 – 30 July 2021

Summer Academy on Climate, Land and Security

A programme for environment and security professionals on how land and security solutions need to be forged together to respond to climate change and to create a more peaceful world.



• 1 August 2021

Three events will converge on 1 August:

- **The official closing of the Caux Forum Online 2021**
- **A Day of Gratitude for Switzerland, and especially for Caux's role as a catalyst for change over the last 75 years**
- **The launch of the IofC Hub 2021, which will bring together IofC's international network.**

Maintaining and Sharing the Legacy

As a non-profit organization, we have not always during the last 75 years been able to afford to make major renovations to the Caux Palace. The positive side of this is that the Caux Palace is now one of the most authentic Belle Epoque buildings in Switzerland. However, it also needs to be restored. Our maintenance team has been working hard to add modern comfort while keeping the historical cachet. In 2020, they fully renovated the Buchman Salon as well as more than 20 bedrooms. They also undertook work in the gardens and forest around the Palace.

If you value our 120-year-old building, now a 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 back cover) to support our renovation work.



Archives

The 350 discs recorded during plenary meetings of conferences in the 1950s are now completely digitized. The files will be available to the public on the [For a New World](#) internet platform. This work has once again been made possible through the help and advice of the audio-visual archivists of the City of Lausanne Archives.

Also in the process of digitization are hundreds of photos, essential witnesses to Caux's history and influence in the world.

Two doctoral students have been researching the Caux archives in recent years and their work will be published in 2021.



Guided Tours

Montreux Riviera offers guided tours of the Caux Palace on demand. Take this opportunity to visit this majestic Belle Epoque hotel and discover its rich history.

Hospitality Services to Inspire, Equip and Connect

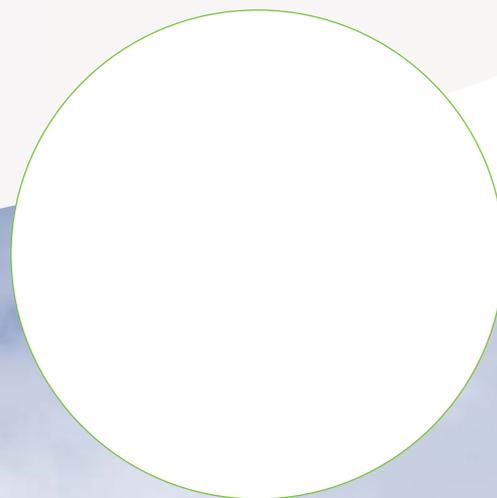
The Caux Conference and Seminar Centre contributes to creating a more just, peaceful and sustainable world by offering a safe space for meaningful encounters. The centre welcomes groups of up to 31 people throughout the year. During the summer months, the Caux Palace is available for groups up to 250.

In 2020, the gardens were open during the summer so that the local population could experience the inspiring atmosphere of this Belle Epoque building and conference centre. Visitors were also invited to join our celebrations of Swiss National Day on 1 August. They were able to enjoy enriching encounters and to discover the history of the Caux Palace.

The genuine care and flexibility of the hospitality team – and their implementation of strict hygienic measures – allowed important encounters to take place even during this difficult year of pandemic.

To improve our services and maintain the unique atmosphere of this place, the hospitality and maintenance team are re-organizing the back of the house and renovating parts of the buildings. Our ongoing journey towards sustainability includes using our resources skillfully and improving our facilities. In addition, lofC's programmes are creating workshops and training sessions to be offered in Caux.

At the heart of all we do is our commitment to serve and care for those who have chosen our centre for their event, 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 2020 possible. Thank you for your support and trust.

Institutional Donors

- Robert Hahnloser Stiftung
- Federal Department of Foreign Affairs
- Fondation Casino Barrière de Montreux
- Initiatives of Change Netherlands
- Initiatives of Change Sweden
- Movetia
- Silvia Zuber Fund
- Spitalschwestern Gemeinde Luzern



My uncle Robert Hahnloser invited me to Caux in 1948. I was still a schoolgirl. I was fascinated by his great vision that the world could change through people who adopt ethical values. I discovered a new perspective! My husband Philippe and I worked with IofC in many parts of the world. We made friends in India, Australia and even in New Caledonia where the French were not so welcome. 'Sharing' has been my leitmotif since I saw the frescoes on St Francis in the Basilica of Assisi. All this makes me want to support Caux.

Lisbeth Lasserre, France/Switzerland





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 following for their continued support:

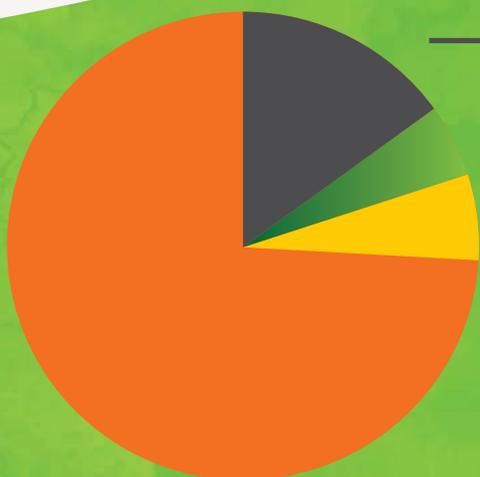
- Maya and Jean Fiaux
- Marianne and Christoph Spreng
- Eliane and Andrew Stallybrass



Caux is like a safe haven for me, where openness, honesty and sensitivity are valued. Every day is different and brings new human connections. Volunteering is a given part of it and feels very natural in Caux.

Sebastian

Where does the money go?



15% Admin & running costs

5% Fundraising

6% Communications & IT

74% Activities & activity support*

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

As a non-profit, we rely heavily on donations.
Please consider supporting us: <https://www.iofc.ch/donate>

Financial Statement 2020

	31/12/2020 CHF	31/12/2019 CHF
ASSETS		
Current assets		
Cash	3,058,687	1,145,301
Securities	1,174,997	1,139,755
Trade accounts receivable	298,123	337,689
Accounts receivable from Caux Books	7,499	5,975
Other current receivables	19,365	18,587
Accrued income and prepaid expenses	51,369	473,539
	4,610,040	3,120,846
Capital assets		
Shareholdings Caux Books	1	1
Non-real-estate assets	136,908	137,406
Real-estate assets	3,349,754	3,581,101
Earmarked assets		
Silvia Zuber Fund	2,509,493	2,588,394
	5,996,156	6,306,902
Total Assets	10,606,196	9,427,748
LIABILITIES		
Short-term liabilities		
Trade accounts payable	263,500	300,405
Other current liabilities	49,211	229,081
Accrued expenses and deferred income	234,404	23,709
	547,115	553,195
Long-term liabilities		
Mortgage	4,500,000	4,500,000
Other long-term liabilities	26,807	38,368
	4,526,807	4,538,368
Earmarked funds		
Funds for projects and programmes	644,555	327,779
Funds for renovations	960,240	31,789
Own restricted funds	570,327	623,928
Silvia Zuber Fund	2,509,460	2,588,394
	4,684,583	3,571,890
Organization capital		
Free funds		
Renovation fund	240,000	240,000
Acquired unrestricted capital		
Foundations capital	524,295	491,096
Result of the year	83,396	33,199
	847,691	764,295
Total Liabilities	10,606,196	9,427,748

INCOME STATEMENT	31/12/2020 CHF	31/12/2019 CHF
Operating income	602,320	546,940
General donations	55,091	62,602
Earmarked donations	1,495,518	1,717,362
Legacies	5,000	283
Rental income	2,611,897	2,589,339
Other income	32,137	163,497
Total income	4,801,962	5,080,023
Operating expenses	-289,338	-563,215
Public relations, documentation	-70,776	-134,942
Staff	-2,082,706	-2,793,380
Repairs and maintenance	-353,080	-340,513
Running costs, rent, insurance	-697,133	-750,782
Administration, consulting costs	-293,453	-229,389
Depreciations	-363,434	-396,847
Taxes	-128,606	-74,581
Total expenses	-4,278,526	-5,283,649
Operating result	523,436	-203,626
Financial income	99,922	143,589
Financial expenses	-82,125	-67,230
Financial result	17,797	76,359
Extraordinary income	735,000	49,799
Extraordinary expense	-1,210	0
Project contributions Silvia Zuber Fund	-188,117	-169,656
Financial result Silvia Zuber Fund	109,183	274,964
Non-operating result	654,856	155,107
Annual result before funds result	1,196,089	27,840
Allocation to earmarked funds	-2,504,700	-1,992,326
Withdrawal from earmarked funds	1,392,007	1,997,685
Earmarked funds result	-1,112,693	5,359
Annual result	83,396	33,199

Our Council and Team

The CAUX-Initiatives of Change Foundation is an officially recognized independent Swiss foundation. It is registered in the Canton of Vaud in Montreux (last modified on 07.02.2020).

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 at Allan & Overy, and Stage Manager

Vivek Asrani

India, Managing Director of Kaymo Fastener Company

François 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 (until April 2020)

Andrew Lancaster

Australia, lofC worker

Omnia Marzouk

United Kingdom, medical doctor, former President of lofC International

Morenike Onajobi

United Kingdom, specialist HR consultant

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

Mulham Soufi

France/Syria, developer and digital technical architect student at school 42

Staff

Stephanie Buri

Co-Director General

Rainer Gude

Co-Director General

Celestina Neto

Executive Assistant (until December 2020)

Caux Forum

Nick Foster

Director

Diana Damsa

Tools for Changemakers, Managing Director

Annika Hartmann de Meuron

Ethical Leadership in Business, Managing Director

Irina Fedorenko

Caux Dialogue on Environment and Security, Managing Director

Daniel Clements

Creative Leadership, Coordinator

Sidra Raslan

Creative Leadership, Coordinator

Caux Peace and Leadership Programme (CPLP)

Phoebe Gill

Programme Manager

Antoine Chelala

Assistant Manager (since October 2020)

Caux Design Team

Jonathan Dudding

Bhavesh Patel

Finance, Hospitality, HR, & Premises

Horia Jarrar

Finance, HR & Facility Management Director

Natalia Cornaz

Hospitality & Human Resources (since May 2020)

Michael Bättig

Accountant (until June 2020)

Myriam Girardet

Accountant (since June 2020)

Emilie Parati

HR Manager (until June 2020)

Hospitality

Rahel Isenschmied

Hospitality Manager (until August 2020)

Fabian Buecheler

Hospitality Manager & Conference and Seminar Centre Development (since July 2020)

Cindy Bühler

Hospitality and Marketing Coordinator (since March 2020)

Ramana Akkina Venkata

F&B Manager and Event Coordinator (until September 2020)

Housekeeping

Elsa Biruk

Head Housekeeper

Ganimete Zeqiraj

Housekeeping, Lucerne Office (until June 2020)

Monjia Sifi Ben Snoussi

Housekeeping, Geneva Office (until December 2020)

Facilities

Adrien Giovannelli

Head of Facilities

Daniel Egli

Carpenter

Jérôme Bertini

Painter

Pascal Gallet

Landscape Technician

Angelo La Greca

Technician

Bernard Groves

Maintenance

Swiss Programmes

Brigitt Altwegg

Programme Manager, Trustbuilding (until April 2020)

Annika Hartmann de Meuron

Programme Manager, Ethical Leadership in Business

Philanthropy

Véronique Chereau

Head of Philanthropy (until December 2020)

IT

Peter Osazuwa

IT & Cybersecurity Manager

Communications and Knowledge Management

Stephanie Buri

Director

Elodie Malbois

Communications Officer (February – December 2020)

Ulrike Ott Chanu

Webmaster Consultant

Support us

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:



Stephanie Buri, Co-Director General

www.iofc.ch/donate

stephanie.buri@caux.ch



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



Contact us

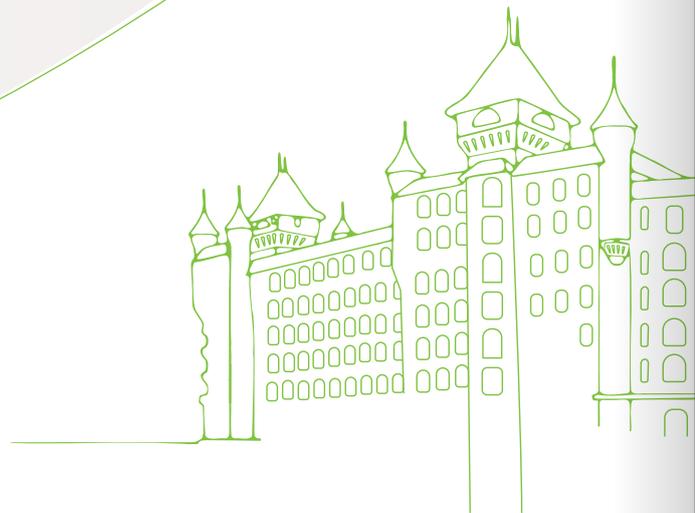
and discover more stories on

www.iofc.ch

info@caux.ch



#bethechange



Initiatives of Change
Switzerland

Caux Conference and Seminar Centre (and new headquarters since 2020)

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1824 Caux
Tel. +41 21 962 91 11

Geneva Office

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The Lucerne office closed in May 2020.

info@caux.ch
www.iofc.ch

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CH-1001 Lausanne

SUPPORT US

www.iofc.ch/donate

BANK

Credit Suisse, Lucerne
CCHF-account: 249270-61-5
IBAN CH38 0483 5024 9270 6100 5
Euro-account: 249270-62-3
IBAN CH58 0483 5024 9270 6200 3
Swift Code CRESCHZZ80A

POSTFINANCE

Account 60-12000-4

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*Please note that most of the images used in this report were taken before social distancing rules in Switzerland came into effect due to the COVID-19 pandemic.