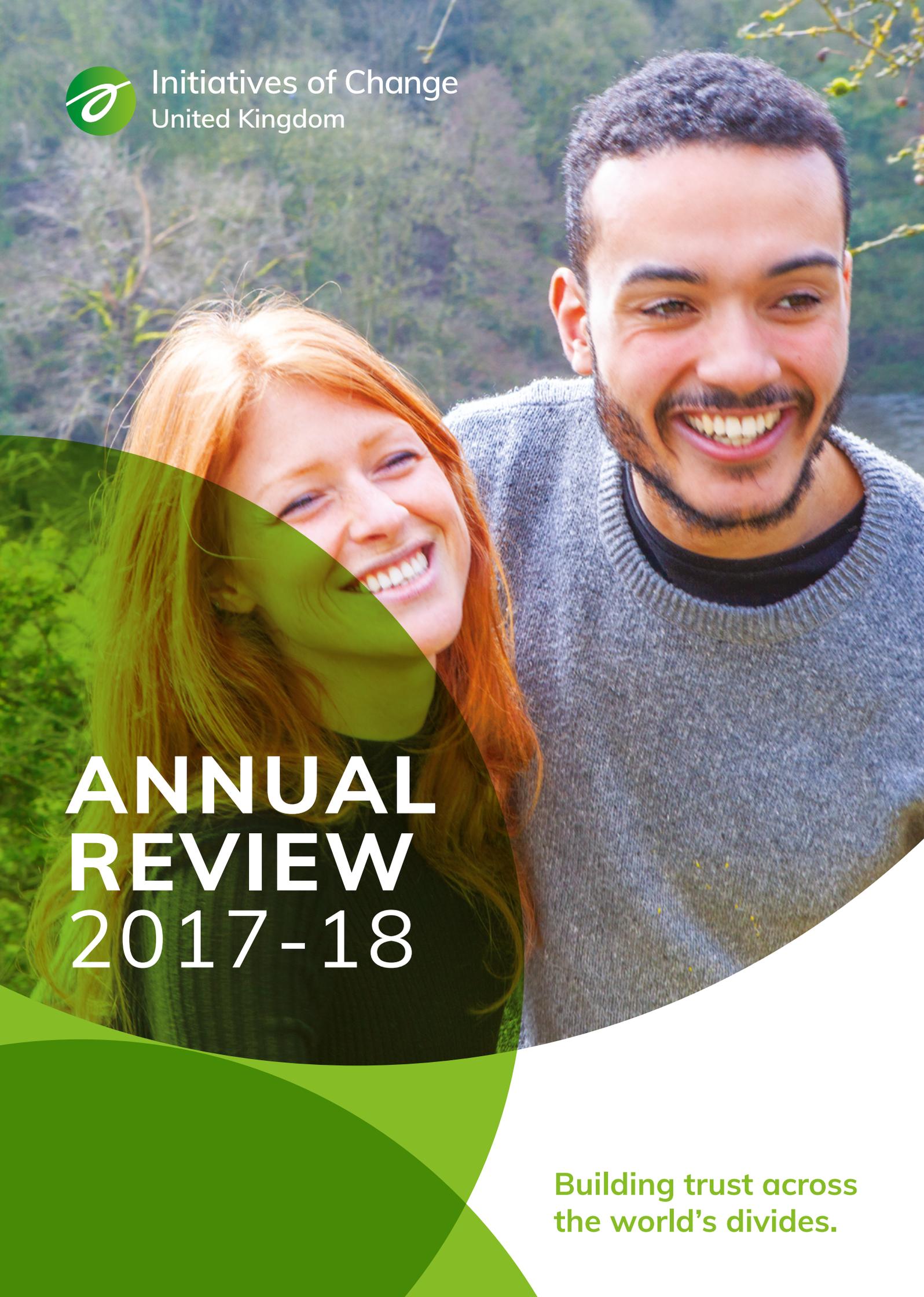




Initiatives of Change  
United Kingdom



# ANNUAL REVIEW 2017-18

**Building trust across  
the world's divides.**

# ABOUT INITIATIVES OF CHANGE

**Initiatives of Change (IofC)** is a global movement of people who are changing the world for the better, starting with themselves.

Active in over 60 countries, including the UK, we inspire, equip and connect people to address world needs.

**Our vision** is of a just, peaceful and sustainable world to which everyone, responding to the call of conscience, makes their unique contribution.

**Our mission** is to inspire, equip and connect people to play their part in building a better society. We focus on ethical leadership, trust building and sustainable living.

**Our values** are honesty, unselfishness, love and purity of heart as practical tests for motives and daily actions.

**Our core practice** is listening in silence to divine inspiration or the inner voice as a source of truth and renewal.



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# From the Chair of Trustees



So often, political and military muscle seems to shape not just the news agenda but the very fabric of our society. Surely the decisions (and tweets!) of President Trump or the commands from the Kremlin have more effect on our lives than the doings and decisions of the rest of us mortals?

Yet, if you look at history over a long time span, you realise that this is not the whole picture. Not only have scientists, artists and philosophers helped to redirect the path of humankind, they have added countless material benefits and brought us much to enjoy.

There is also the cumulative effect of millions of seemingly small decisions that each of us makes on a daily basis. After all, Trump would not be President if millions of people had not cast their votes for him. Putin's path to power is perhaps different but nonetheless the situation in Russia today grew out of the actions of millions of individuals over centuries.

Having said that, the major turning points in history seem to focus through a comparatively small subset of individuals. Examples abound but Jesus Christ, the Prophet Muhammad, Napoleon, Chairman Mao, Margaret Thatcher, for good or ill, had influences that were both lasting and deep.

The ideas that shaped the lives of such nodal individuals have shaped the world.

For those who would shape the future – and surely most people would prefer to leave the world in a better state than they found it– what are the implications?

Without wanting to be prescriptive, I would suggest at least four:

- a) Be clear what your guiding principles are – and act on them;
- b) Don't be afraid to say 'no' to the side of your nature which is not compatible with your highest values;
- c) Take time to search within for the Spirit that can lead you into all truth;
- d) Accept that you need the help of a Higher Power to be the best that you can be.

These ideas may be controversial for some. Many Christians and people of other faiths have paid a heavy price for proclaiming them. But there is no doubt in my mind that they are the key to making the most of your life and doing the best for the following generation. Some have had a massive unseen influence by inspiring the change-makers.

**Philip Boobyer**  
Chair of the Board of Trustees

# ETHICAL LEADERSHIP

Initiatives of Change (IofC) believes that good governance is key at every level. Our initiatives help new and existing leaders to develop a culture based on moral integrity, compassion and selfless service.



## SCHOOL FOR CHANGEMAKERS

This year's annual School for Changemakers training programme for younger people spent time discussing stereotypes, both about oneself and others. This produced many new insights.

Suzanne Schuler and Federick Way from the Centre for Effective Dispute Resolution (CEDR) led the residential weekend which took place at Greencoat Place, IofC's centre in London. The weekend is for young people with high potential who want to explore the inner and outer dimensions of change. They focused on culture and what we experience within communities.

Earlier in the year 15 School for Changemakers alumni took part in a training weekend in partnership with CEDR. Participants learned how to tackle conflict, how to have difficult conversations, active listening skills, understanding learning styles – all as part of facilitation and mediation training. This included the use of roleplay. Initiatives of Change is grateful that CEDR offered this training without charge.

School for Changemakers is one of the New Leadership and Accompaniment (NLA) programmes. NLA works informally with religious and political personalities to promote bridge-building and provide training.





**“Spending time focusing on my goals and values led me to enhance youth activities in my own community, creating a positive impact upon the young people around me.”**

— Panisha Pandoria

Pranay Raj Shakya and Panisha Pandoria, two participants from School for Changemakers



Organisers of the REAL training (from left to right) Aleksandra Shymina, Louie Gardiner and Su Riddell

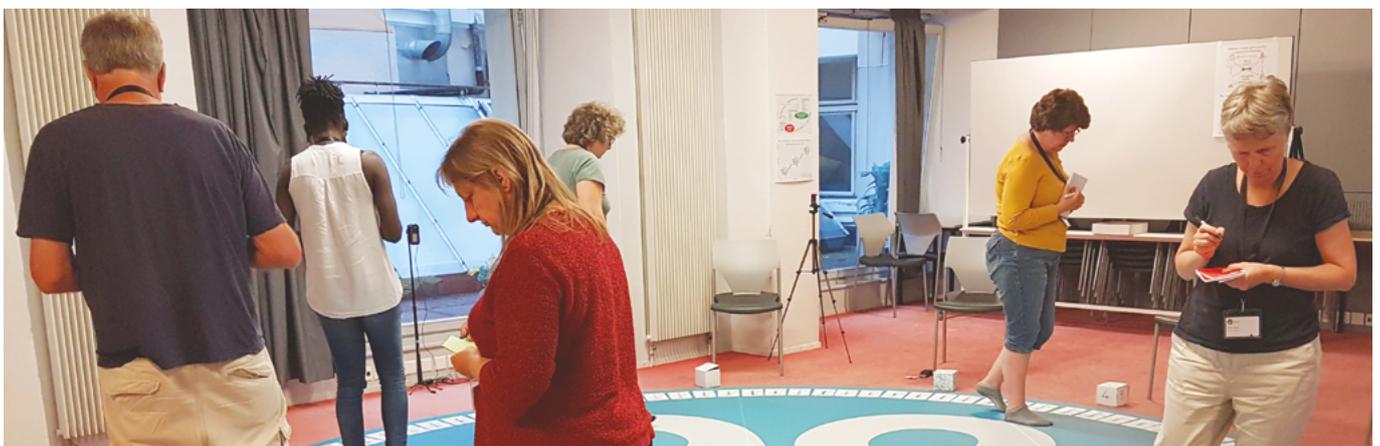
### REAL

Regenerating Engagement And Learning within and beyond lofC (REAL) is a programme that began in 2014 as an internal course with 12 participants. In 2017, the programme included people new to lofC who wanted to clarify their purpose in life and become free from things that were getting in the way of that. Through group

work and one-to-one conversations, they experimented with 'starting change with themselves' using 'Seed Behaviours' which include: 'Turn judgement into curiosity', 'use honesty, purity, unselfishness and love to guide my decisions'; and 'care for others, the planet and myself'. The Seed Behaviours are descriptors of lofC at its best.

**"At the beginning I found the language and expressions very different from those to which, as an 80+ year old, I was accustomed! It took me a little time to grasp the essence, but then found it was like opening windows onto all I knew of lofC. The 'seed behaviours' have been such a help personally, as they encapsulate the very heart of lofC."**

— Fiona Daukes, REAL participant





### HOW REAL CHANGED MY LIFE – SU RIDDELL

Three years ago when I joined 'REAL Change within and beyond lofC' I was close to burn out – demoralised, losing confidence and hope. REAL stands for 'regenerating engagement and learning' and I was looking for new direction, inspiration and skills for my work with lofC, as well as in managing personal issues.

My first step was to take a leap into the unknown and detach myself from the project which had been my responsibility for eight years. My difficulty in letting go, I discovered, was not an issue of trusting others. My problem was that I had been using the project to 'prove' to myself, and the world, that I am capable and effective. That knowledge simply liberated me to move on.

Next, I needed to freshen up my thinking – old assumptions and beliefs were confusing me. Since I joined lofC at 21 I've made decisions by seeking guidance from the inner voice, in regular times of quiet reflection. REAL Change has taught me to be present to the many sources of that inner voice. These can come from the facts available, my feelings, my beliefs, old habits and responses, my imagination, or my faith. My quiet times are now times of clarifying where I find a true inner voice.

I've learned (and am still learning) new behaviours for handling work and family relationships, disagreement and conflict. My father was living 300 miles away, gradually getting frailer, relying on me, my brother and a local friend to give support. Working together over distance, all three of us with busy lives, was challenging and sometimes stressful. We differed in opinions and approach. I was determined to tackle this, as the more we operated as a team, the better help we gave Dad. I found it empowering to learn discipline in how I express the facts, my feelings and the fictions I make up, because

that means starting with myself. Which has led to good care not only for Dad, but for one another.

In the second year of REAL Change some of us started to train as one-to-one supporters of others. It's something we've always done informally in lofC, and REAL Change has created a process that permits deeper conversations in a safe and contained way. So three years on, I'm launched on a new kind of work, I'm re-energised and looking forward to whatever may unfold.





### ETHICAL LEADERSHIP IN BUSINESS

Michael Smith has led lofC’s business programmes since 2010. In November, he gave the opening keynote address to the 31st annual conference of Businet, a ‘global business education network’ with 102 member organizations from higher education in 31 countries. Over 200 business educators, including professors, academics, lecturers and heads of departments, attended the event in Vilamoura, Portugal.

Michael spoke on ‘Imparting pillars of trust to the next generation of business leaders’, inspiring listeners and stressing that there can be a new way of doing business. He highlighted the need for Integrity, Cooperation, Purpose, Sustainability and Stewardship in business, and illustrated these with case studies from his book *Great Company*. He also spoke about eight Cs of trust - contracts, covenants, competence, character, conscience, conviction, courage and change - which determine the culture of business organizations. His talk led to invitations to deliver lectures in other countries, from India to Croatia, spreading positive values to business students.

lofC’s business programmes are aimed at enabling positive change in leaders at all levels of business and the economy, as leaders are key to improving organisational culture and policy making. Through working with current and future leaders, the programmes build on anchoring spirit, values and social engagement into organisations. The goal is to change people’s experience at work and within society, fostering collaboration, integration, inclusion and equal partnership.

At the core of this work is building a diverse group of business people, hosted by lofC. Over a series of meetings, trust and friendship has been built. The group went to India in early February 2018 to attend the 7th annual Caux Initiatives for Business Conference and learn from the longstanding engagement of the Indian lofC business team.

During the year, a collaboration with a business school in London was explored. The intention is to engage in joint projects including publishing a book, research, lectures and collaborative MBA programmes.





**"It has been a great privilege to have led Initiatives of Change's business programmes in the UK, as well as being on the organizing team of annual international business conferences in Caux, Switzerland"**

— Michael Smith

## TRUST BUILDING

Trust building and reconciliation has been at the heart of IofC for over 80 years. In 2017-18, the focus has been on building trust across communities; empowering women peace builders; and providing training resources for refugees.



### EDUCATION CURRICULUM

Dr Muna Ismail, Catalina Quiroz Niño and Peter Riddell travelled to Ankara, Turkey, in March for the launch of an online prototype curriculum for educators of migrants and refugees. This had been developed by IofC and partners in Turkey, Spain and Sweden as part of an Erasmus+ funded project called Migrants and Refugees as Rebuilders.

The formal launch took place in the national radio and television centre, in the presence of MPs, government advisers, academics and NGOs concerned with the reception of the 3.2 million Syrian refugees in Turkey.

The following day, Muna, a refugee herself from Somalia, facilitated a workshop for teachers of Syrian refugees, some of whom were refugees.

The Erasmus+ project will run over three years, and the curriculum for educators was the first of three outputs. As well as covering such basic skills as how to shop and manage one's affairs in an unfamiliar host country, the curriculum puts emphasis on social skills and answering divisions between people. To ensure accessibility, all material created by the project will be available in seven languages.

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**"Once a country collapses, the brain power pours out. It takes time for the human wealth to go back. Our job is to equip people so that one day they will be the rebuilders of the country they left behind."**

— Dr Muna Ismail

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### REFUGEES AS RE-BUILDERS™

The Refugees as Re-Builders courses continued through 2017. Two courses – one each at foundation and intermediate level – catered for 'refugees from any war-torn nation, diaspora of refugee origin and those working with refugee communities who can demonstrate their intention to better their communities either in the UK or country of origin'. In 2018 there will be a 'Training of Trainers' course equipping the alumni from the other courses to pass on their learning to others. The organiser, Dr Muna Ismail, is a British scientist who fled her native Somalia in 1991.

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**"The title itself touched me, as a refugee in the UK. I now have a better understanding of myself, of what is going on around me, and why I am here."**

— A medical doctor from Sudan

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**"The training has put me in a position to articulate the problems of my country clearly, and to contribute to finding solutions by being a voice for a silent majority"**

— a social worker from Uganda

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### THE LISTENING ROADSHOW

The Listening Roadshow creates a safe space for discussion on the issues brought out by the EU Referendum. Over the last year it has picked up further momentum, and events have taken place in cities including Liverpool, Birmingham, Northern Ireland, Sheffield, Bradford, Rotherham, Oxford and Newcastle.

What is actually said in a Listening Roadshow is not passed on or publicised. But as often happens, some participants find themselves listening for the first time to people with different opinions. They experience people with different points of view and become aware of how easy it can be to prejudge.

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**"Whatever way we voted or didn't vote we all know we have to come together."** — Listening Roadshow Participant

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### CREATORS OF PEACE

In May and June, 12 women from different areas of Oxford life met for seven evenings to share their stories, reflect on the needs around them and develop skills as part of a Creators of Peace Circle. 'I met some truly inspiring women, learned from them, and worked with them to start making a difference beyond my small circle,' said one participant. 'I feel this is the beginning of something very special.'

Three of those involved joined the CoP team in organising an event in March as part of the Oxford International Womens Festival. Some 40 people came to learn about Creators of Peace and to hear from a range of speakers, including Lillian Cingo, former manager of the train which brings health services to remote communities in South Africa.





# SUSTAINABLE LIVING

Initiatives of Change works for economic justice and empowering local communities through the transformation of motives and behaviour. In the UK, we have focused on supporting individuals and local groups to create a better environment around them.



## DIASPORA POLICIES

Amina Khalid, Head of IofC's Community Programmes, gave a keynote speech at the launch of the Parliamentary Network on Diaspora Policies, which took place in the Parliament of the Republic of Portugal, on 7-8 September.

She spoke about work of IofC and the role of the diaspora in building cohesive societies. She addressed a distinguished audience which included MPs from 47 member states of the Council of Europe and the countries of the southern Mediterranean and the Middle East, as well as leaders of immigrants' associations. The conference aimed to establish a unique parliamentary network through which practical solutions for diaspora problems could be reached through political dialogue and exchanging opinions and information with different stakeholders engaged in the migration debate.

## SUSTAINABLE COMMUNITIES NETWORK MEETING

A group of community practitioners, policy makers and grassroots activists from IofC's Sustainable Communities Network met in Norwich in December 2017, to hear what is happening in local communities and to provide support. The team was joined by Cllr Michael Desmond, Labour Councillor for Hackney Downs, who spoke alongside Amina Khalid on Antisemitism and Islamophobia.



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**"Our lives begin to end the day we become silent about things that matter, let us not ignore the reality of migration."**

— Amina Khalid

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**WORLD REFUGEE DAY**

lofC’s communities programme joined seven other organisations in hosting a Greencoat Forum to celebrate World Refugee Day. The purpose was to look at the new and positive narrative which is emerging to counteract the disunity, mistrust and conflict within the country around the issue of refugees. Eighty people heard from a distinguished panel of speakers which included: Gibril Faal, Director of the Africa-Europe Diaspora

Development Platform; Lord Hamilton of Epsom; Simon Israel, Senior Home Affairs Correspondent for Channel 4 News; Dipti Pardeshi, Chief of Mission, International Organisation for Migration (IOM) UK and Ulrike Schmidt, Amnesty International’s Country Coordinator for Eastern and Central Europe. A special Iftar dinner was served to celebrate the last days of Ramadan where both Muslims and non-Muslims broke bread together.



# EVENTS



## PEACE & RECONCILIATION

In April, Rajmohan Gandhi gave a public address to 400 people in London about the challenges facing peace and reconciliation. IofC invited the professor, an authority on his grandfather Mahatma Gandhi, to the UK with his wife Usha for a week of events that included speaking in Parliament, a private meeting with Muslim leaders, and a discussion with 30 young people on finding a worthwhile purpose in life. Rajmohan told those who attended the public event that, while we all have opinions of others, many of us lack knowledge of others, and this underpins the danger of treating any group of people as uniquely worse.

He praised those in Britain who were ready to accept responsibility for colonialism's excesses and injustices but challenged today's youth to carry forward their ancestors' revolutionary attitude that human beings are of equal value. He said, 'Liberty and equality have always been under attack and are under attack today. They are attacked in the name of nation, or religion, or culture, or security. But they will survive. They will endure because the human soul will always want liberty and equality.'





**EYEWITNESS TO THE IMPOSSIBLE**

March saw the visit to the UK of Jens J Wilhelmsen, a Norwegian veteran IofC worker and writer. He was here to promote the English edition of his latest book, *Eyewitness to the Impossible: building trust on three continents*. Jens J Wilhelmsen fought in World War II to free his country from German occupation. After the war, he had the unique experience of spending a decade in

two of the countries which lost, Germany and Japan. In both countries he worked with IofC, and his latest book shows how reconciliation and trust-building can be means of solving conflicts. Jens spoke as a guest of the All Party Parliamentary British-Norwegian Group about a Norwegian perspective on the UK, and addressed a public event at Greencoat Place on 'The UK and Europe: towards a new relationship'.



### OXFORD DISCUSSIONS

Five evening discussions were held in the autumn term at 12 Norham Road, the lofC house in Oxford. Audiences gathered around the themes of faith leadership, historical injustices in Africa, the Sorry Day campaign in Australia, Britain's historical promises to Israel and Palestine, and a discussion of the documentary film *The Man Who Built Peace – the Frank Buchman story* which is due to be launched publicly in June 2018.

Participants gained insights into the origins of conflict, raising awareness of its roots in human nature as well as the reality of historical events. They found themselves developing empathy for those whose lives have been affected, and at the same time empathy for people and cultures who brought about these situations, products of the mindsets of their time. Each occasion was an opportunity for people to consider their personal responsibility.



### WORLD HUMAN RIGHTS DAY

In December, over forty people gathered together at Greencoat Place to celebrate World Human Rights day, and the four pillars of the International Declaration of Human Rights: Freedom from Fear, Freedom of Religion, Freedom from Want and Freedom of Expression. Chaired by Amina Khalid, lofC's Head of Community

Programmes, a panel of Shima Elsayed, Women's Action Against Violent Extremism; Adeel Younas is a 22 year old police officer from Nottingham; Jo Berry, founder of Building Bridges for Peace; and Simon Israel, Senior Home Affairs Correspondent at Channel 4, spoke about the bridges that are being built amidst challenges facing our world, and the ways that each one of us can further the cause of human rights.





### INTERFAITH WEEK

On 13th November, Amina Khalid and School for Changemakers alumni hosted a panel on 'the practical aspects of faith; from global to local'. Young faith leaders shared stories of how faith responds in global crises and how it can strengthen communities. Panisha Pindoria, a Hindu, reflected on the evening: 'Being on an interfaith panel is something I have never previously taken part in. Whilst thinking about what this all meant, and how I could input, I realized that practising a conventional religion doesn't, in any way, take away from hearing views from other faiths.'

'Hearing from those practising Christianity, Islam and also somebody who is agnostic, it was refreshing to hear the stories of how faith has transformed and developed during an individual's journey, regardless of the path they have chosen.'

### BJØRN IHLER

In November, a survivor of one of the worst recent terrorist attacks in Europe, Bjørn Ihler, addressed a public meeting at IofC's Greencoat Place centre. Bjørn described his ordeal during the Anders Breivik attack on the Norwegian island of Utøya when 69 people attending a Labour Party youth conference were killed. When Breivik pointed his gun at Bjørn, Bjørn did not think he would live beyond his then age of 20. Luckily the bullet missed. He now works to prevent extremism. He spoke about the need to treat extremists as humans. He focuses his efforts on why people become extremists, and uses social media and technology. 'I find people with radical views on-line and I talk with them. We are all the result of the stories we believe to be true about ourselves,' he continued. 'Extremism is not linked to any particular religion and ideology and we often forget that extremes grow out of every community.'

Panisha continued, 'Taking part in an open forum knowing that the safe space created ensures no judgement, generated a unique environment both for the panellists and the roundtable exercise afterwards. This encouraged a "no holds barred" conversation to delve into the mind set and decision process for everyone in the room.'

'Actively seeking out change within one's own faith space is a delicate topic for most to explore. Forums and evenings such as this help people, both young and old, to develop their ideas. It is a way to meet others who differ in faith and views concerning life. It is also a way of seeing how faith can impact each other's journey and understand more about what interfaith is really about.'

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**"These narratives of hope, recovery and forgiveness – have a key part to play in building a more peaceful world."**

— Rachel Bird, Director of the Forgiveness Project

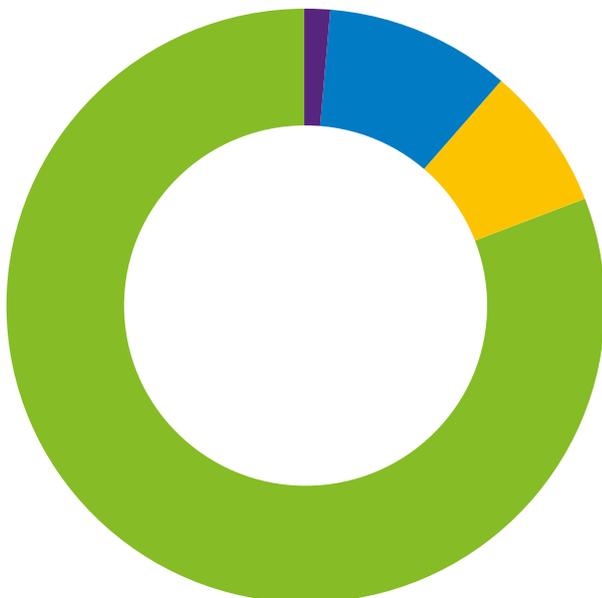
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# FINANCE

Initiatives of Change relies on voluntary donations to be able to focus on building trust and reconciliation, strengthening communities and developing ethical leadership. We also make our centre in London available for events and conferences, the income from which contributes to our work.

## Where our funds came from

- £495,288** Investment
- £394,526** Donations & Legacies
- £209,808** Letting & Catering
- £6,332** Charitable activities



## How we spent our money

- £1,058,668** Charitable activities
- £17,759** Fundraising & Investment
- £161,955** Governance
- £153,972** Letting & Catering

### OUR FINANCES IN 2017

In 2017, we received £394,526 in donations and legacies which enabled us to spend over £1.2m on the activities described in this review. The generosity of previous donors has enabled lofC to build up an endowment fund, the income from which helps cover our administration costs. These charts show a summary of our finances.

The summaries of income and expenditure on this page are for illustration. They are derived from the audited accounts to 31 December 2017 of The Oxford Group operating as Initiatives of Change, charity number 226334 registered in England and Wales. The Report and Accounts for 2017 can be downloaded from our website.

# DONATE

Donate to support trust building across the world's divides

## Where your money goes

For every £1 donated to Initiatives of Change...

- 87p Outreach work
- 8p Governance
- 4p Support costs
- 1p Fundraising costs



### A GIFT FROM YOU MAKES ALL THE DIFFERENCE

Help to support individuals and teams working to build trust, strengthen communities and develop ethical leadership. Our work relies on the generous donations of individuals who want to make a difference in the world and believe that the longest journey starts with a single step.

By making a donation now you can help equip people who are prepared to start the process of change within their own lives and use their experiences to support their communities.

[www.uk.iofc.org/donate](http://www.uk.iofc.org/donate)

# GET INVOLVED

with Initiatives of Change

## TAKE ACTION

Start with yourself

## TAKE PART

Attend an event

## CONNECT

with a programme

## FUNDRAISE

Support our work

A frequently asked question is 'how do I join Initiatives of Change?' Frank Buchman, who started it all, used to say 'it's not about getting people into a movement – it's about getting movement into people'. The same holds true today. There are no membership forms or lists, no annual membership fees, just a network of people with a drive and commitment to bringing change – starting with themselves.

### START WITH YOURSELF

Change in the world starts with a change in you. You can find tips and tools for the continuous process of personal change at: [uk.iofc.org/being-the-change](http://uk.iofc.org/being-the-change)

### ATTEND AN EVENT

We hold events all over the UK, including conferences, Greencoat Forums and local gatherings. See you at the next one! [uk.iofc.org/events](http://uk.iofc.org/events)

You can make a difference  
[uk.iofc.org/get-involved](http://uk.iofc.org/get-involved)

## VOLUNTEER

Develop your skills



How will you be part of the movement  
to build trust across the world's divides?

### CONNECT WITH A PROGRAMME

We run programmes in our three focus areas of ethical leadership, sustainable living and trust building:

[uk.iofc.org/programmes](http://uk.iofc.org/programmes)

### FUNDRAISE

We have inspiring ideas to help you raise vital funds for peace, reconciliation and trust building initiatives:

[uk.iofc.org/fundraise](http://uk.iofc.org/fundraise)

### VOLUNTEER

Join up with our team! We are on the lookout for great collaborators to make an impact in the world. We offer hands-on, skill-building internship programmes during the year. See what is on offer: [uk.iofc.org/volunteer](http://uk.iofc.org/volunteer)

### WORK WITH US

Take a look at the job section of our website to see if there are vacancies that suit your skills: [uk.iofc.org/jobs](http://uk.iofc.org/jobs)



[www.uk.iofc.org](http://www.uk.iofc.org)

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