



Initiatives of Change  
United Kingdom

# ANNUAL REVIEW 2018-19

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



Initiatives of Change is a charity, with a dedicated staff, committed trustees, many volunteers and a mission to bring about change in many areas of life, with a particular emphasis on trust building. But a charity is only a structure. The fundamental aspect of lofC is that it encourages people to live according to what, in their heart of hearts, they know to be right.

Our contention is that where people are unselfish, loving, motivated by compassion and integrity, not only do they get along better but they are also freer to be creative and find solutions to pressing problems.

Of course, none of us is perfect, we all fall short of our ideals. Which is why we have to learn to seek forgiveness when needed – from one another; and from the Almighty if we believe in him. This frees us to make a fresh start.

As important as seeking forgiveness is the willingness to forgive others. For in forgiving others, in a mysterious way we free ourselves. It is important to remember that, where we have been wronged by others, we do not need them to admit their wrong in order to forgive them. This means that none of us needs to be taken hostage by our past. All can find liberation of spirit.

Forgiveness is an essential component of trust building. And it features implicitly or explicitly in several of the activities that are highlighted in this Review.

In the following pages, we report on a broad range of initiatives – in business life, among diaspora people, in women's peace circles and among stressed communities. In every case, the activity started with someone having a conviction to take initiative. Such people are the stones in the pond that send healing and purifying ripples far and wide.

A handwritten signature in black ink that reads "Philip Boobyer".

**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.



## NEW LEADERSHIP AND ACCOMPANIMENT (NLA)

New Leadership and Accompaniment develops the leadership capacity of different generations of changemakers, accompanying them in faith as they negotiate challenges in working, community and home life. It also runs programmes for senior leaders in public life, and connects them across often divisive boundaries over home-based 'radical' hospitality. NLA is led by Krish Raval OBE and Denny Braggins.

The NLA team have hosted over 100 small informal meetings, mostly over meals, during 2018-19. Those attending have included Jews and Muslims; BAME and

white Anglicans. These 'off the record' encounters aim to strengthen ties between people from different religious, ethnic and cultural backgrounds.

Since 2010, NLA has organised an annual School for Changemakers (SfCM) programme for young leaders, comprising a residential summer school followed by several get-togethers throughout the year. In 2018, the summer school was replaced by a series of training offerings aimed at building the capacity of SfCM's alumni, who number over 200.



‘The NLA team, inspired by the principle of living to make the other great and a desire to work for a world led by people led by God, host meals, courses and conversations for changemakers. We look forward to working with you.’

— Krish Raval



### BUSINESS PROGRAMMES

The IofC Business Programme aims at changing the mindset in the business world and the economy by anchoring spirit, values and social engagement into organisations. One aspect is developing values-based leadership by enabling transformational change in leaders at all levels.

As Britain's economy is inextricably connected to the rest of the world through digitalisation and globalisation, the UK business team felt compelled to attend the Ethical Leadership in Business conference held at the Caux Forum, Switzerland (28 June – 1 July) as speakers,

facilitators and participants. The conference initiated lively discussions about trust building, values-driven innovation and resilient leadership in the digital age. Simone Müller, who leads the UK Business Programmes, ran one of the conference's daily community groups, which offered participants a safe space to reflect on their personal experiences in relation to the conference discussions. How can business leaders deal with the increased pressure caused by complexity, speed and information overload in times of uncertainty and change? IofC's core principle of listening to the inner voice seemed to offer the perfect self-leadership tool.





‘Today’s Leadership challenges call for inner stability and orientation. lofC’s proven values and principles help reducing complexity, finding direction and reviving the spirit.’

— Simone Müller

# TRUST BUILDING

Trust building and reconciliation has been at the heart of IofC for over 80 years. In 2018-19 our teams focused on providing training resources for refugees; building trust across communities; empowering women peace builders and supporting reconciliation initiatives across the Horn of Africa.



## REFUGEES AS RE-BUILDERS™

On World Refugee Day, 20 June 2018, 100 people, many of them refugees themselves, gathered in a Parliamentary committee room to mark the end of the pilot phase of Initiatives of Change's course, Refugees as Re-Builders™. The course is for settled refugees who wish to contribute to the recovery of their countries of origin as well as to their host country.

Introducing the event, Tom Brake MP commented that, at a time when horrifying images of fleeing refugees were in the forefront of our minds, it was good to focus on their potential to contribute.

The course manager, Dr Muna Ismail, said that it focussed on equipping refugees with knowledge and skills that they might not access through studies or work experience. These included:

- facilitating dialogue in conflicting communities;

- fostering ethical leadership practices to counter corruption and nepotism;
- promoting sustainable livelihoods when local economies have collapsed.

Two refugees, Dr Teame Mebrahtu, an Eritrean educationalist at Bristol University, and Dr Nagi Barakat, former Libyan Minister of Health, received awards at the event. Both have made outstanding contributions to the recovery of their countries of origin. Then three alumni of the course spoke about their experiences and their vision for how they hope to contribute to their countries of origin.

A new Foundation level course began in early 2019, to be followed by an Intermediate level course and an Advanced course, which will enable participants to pass on their newly-acquired skills.

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**'In the rebuilding of conflict-affected or fragile communities, many things need to be unlearnt to bring change for better human security and social cohesion. The focus should be on how to turn loss and displacement into trust and resilience.'**

— Dr Muna Ismail

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## MIGRANTS AND REFUGEES AS RE-BUILDERS ONLINE EDUCATIONAL RESOURCES

Migrants and Refugees as Re-Builders is a set of online educational resources for adult educators, which aims to assist them in supporting migrants and refugees as they settle into their new countries, and potentially contribute to the recovery of their countries of origin.

Led by IofC, the three-year project is being delivered by a partnership of organisations, which are developing innovative training resources. The project is co-funded by the Erasmus+ programme of the European Union. The Turkish partner is the Migration Research Centre at Hasan Kalyoncu University in Gaziantep, a city near the Syrian border, which has a high concentration of Syrian refugees. The Swedish partner is the Kista Folkshögskola, a Muslim further education college in a suburb of Stockholm. The Spanish partner is Progestión which has long experience of providing services to migrants in Madrid.

The project consists of three elements: a curriculum for inclusion and economic integration; a self-assessment tool for adult educators to reflect on their competence in delivering the material; and a social micro-indicator tool to assess the effectiveness of the training.

Each element of the educational resource was developed by the whole partnership under the leadership of one partner. The curriculum development was led by IofC

UK, and was launched by our partner in Turkey in March 2017. The training modules offered in the curriculum are aligned with the UN Sustainable Development Goals (SDGs). The competence self-assessment tool was developed by our Swedish partner and launched in Stockholm in March 2018. The social micro-indicators tool was developed by our Spanish partner and launched in Madrid in March 2019. Our Turkish partner participated in the development of each element, and also the production of digital resources.

The completed project will be launched at a 'Festival of Learning' at IofC's London centre in mid-August 2019. The whole educational resource will then be available on the Erasmus+ and partners' websites in English (including Braille), Swedish, Spanish, Turkish, Somali, Arabic and Tigrinya.

We are particularly grateful to Catalina Quiroz Nino, Social Entrepreneurship researcher and Certified Facilitator for the Institute of Cultural Affairs (ICA) Spain, for conceiving the project and working with IofC UK to assemble and lead the partnership.

IofC UK wishes to acknowledge the inclusion in the educational resource of concepts and methods developed by ICA Spain, and the adoption of its methods in several of our training programmes.

### 'Topics that made me think at a personal level but also what I could do for society.'

— Tweet from a participant assessing our training session.



## AGENDA FOR RECONCILIATION

Agenda for Reconciliation (AfR) acts as an umbrella for a range of initiatives undertaken particularly by people from the Somali, Eritrean and Ugandan diasporas to reconcile their communities as a contribution to the recovery of their countries of origin.

lofC training courses, such as Refugees as Re-Builders, and participation in local and international lofC conferences help to increase the capacity of refugees both to contribute to their host countries, and when the opportunity allows, to their countries of origin.

A recently-produced ebook, *Ten Years of Somali Peacemaking in Diaspora – the story of Somali Initiative for Dialogue and Democracy*, chronicles the contribution made by the diaspora to the recovery of Somalia – to

which tens of thousands have returned since 2011.

Since 2000, AfR has held an open weekly meeting on Thursday afternoons at lofC's London centre. Among those who have spoken at recent meetings are:

- Abdinasir Mohamed, an alumnus of an AfR Dialogue Facilitation course who is founder and headteacher of a school in Mogadishu, Somalia
- Hassan Mohamud, one of the first Somalis to engage with lofC in the 1990s, who had just returned from a reconciliation mission to Somalia
- Fanie du Toit, former head of UNDP reconciliation programmes in Iraq, whose first meeting as a young man with black fellow South Africans at an lofC conference inspired him to work for an end to apartheid.



## CREATORS OF PEACE

Creators of Peace (CoP) is an international programme, launched in 1991, which 'transforms, empowers and engages women in peace creation'.

In May, CoP UK co-hosted a visit to the UK by peacebuilders from Lebanon and Syria (see p 15). The two Syrian guests, Iman Al-Ghafari and Ola Al-Darwish, spoke about their work, inspired by Creators of Peace, to build bridges among women in Damascus.

Between April 2018 and March 2019, CoP UK held three Creators of Peace Circles, in Oxford, Brighton and Crewe. Each group explored what it takes to create peace in our own lives and in the world around us, using creative tools as well as discussion. Women also shared from their own personal stories and spent time in reflection. The peace circle in Brighton was the first of a series hosted by the Guerrand-Hermès Foundation, which will continue through the rest of 2019.

The ages of the women who took part in the Oxford

circle spanned over 50 years, and their heritage spanned three continents. One participant commented, 'This was one of the best courses I have done over the last 40 years.... I had a sense of being nurtured.' Another woman said, 'I suffer from anxiety. The circle helped me find inner peace and calm.'

In November and December, Creators of Peace UK took part in the Choose Peace Exhibition at the Salvation Army headquarters in London. Its exhibit, showcasing pictures and quotes from women working for peace in different countries, was later on view at Greencoat Place and in Oxford.

For the last five years, CoP UK has taken part in the Oxford International Womens' Festival in March. 2019's event offered over 100 people a 'space to thrive' at the Talking Shop, a community café on the edge of Oxford, on 10 March. Activities including singing, craftivism, yoga and the opportunity to learn about CoP's work in the UK and around the world.



# SUSTAINABLE LIVING

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



## SUSTAINABLE COMMUNITIES PROGRAMME

lofC's Sustainable Communities Programme supports individuals and local groups who are tackling the most pressing issues facing our society. From preventing knife crime to extremism, these courageous individuals and grassroots groups make up the communities' network who are at the forefront of addressing these issues.

At a network gathering in May, Amina Khalid and Paul Gutteridge, since appointed as National Director of lofC, convened over 40 community representatives for a day to explore how to build trust in communities. The event was hosted by Islington councillor, Michelline Safi Ngongo, and was a 'safe space' for dialogue between police, policy makers, politicians and community activists to address such issues as knife crime and extremism. The then Head of Prevent at New Scotland Yard, David Smart, took part. One participant said, 'The community simply does not trust the police; trust-building work is desperately needed.' Mark Prince, a former professional

boxer, shared his story of losing his 15-year-old son, Kiyani, to knife crime. He spoke about the power of forgiveness and how he had set up the Kiyani Prince Foundation to give young people a sense of purpose. Ian Monteague, Chair of Family Action in Rogerfield and Easterhouse, described his work of tackling gang crime in Glasgow since 1989.

The next day, Mathew Ryder, Deputy Mayor of London for Social Integration, joined a roundtable discussion with 27 people representing different organisations, hosted by lofC in partnership with City Hall. Community practitioners, faith leaders, policy makers and politicians discussed how to better safeguard the vulnerable, strengthen communities and stop the spread of violent extremist ideologies. Recommendations are being prepared on how to improve current policies and practices around preventing knife crime and extremism.



## EVENTS



### LAUNCH OF NEW FILM

On 7 June, nearly 300 people attended the London launch of a new film about the peace-building work of Frank Buchman, who started Initiatives of Change. It took place at the Royal Geographical Society.

*The Man Who Built Peace – the Frank Buchman story*, was directed by Dr Imad Karam, Executive Director of lofC International, and co-produced by him and Kelly Burks. The film has already won awards internationally, notably at the Illuminate Film Festival in Sedona, Arizona.

The event was widely advertised and was a chance for the public to learn about the moral and spiritual principles which underlay Buchman's internationally recognised peace-building work. Kelly, with the assistance of Alena Vasilyeva, went on to coordinate the launch of the film in five cities around the UK.

Earlier, there had been a screening in Parliament, hosted by the Duke of Montrose, who said, 'Frank Buchman set out to remake the world and it is only possible to

understand his life in the context of that aim. This film concentrates particularly on his contribution to healing animosities after the Second World War, for which he was decorated by France, Germany, Japan and the Philippines.'

Carolyn Hayman, co-founder of Peace Direct, introduced the film to the MPs, research assistants and others present. 'Buchman was part of a cohort of extraordinary leaders in which I include Mahatma Gandhi, Badshah Khan (known as the Frontier Gandhi), Martin Luther King and Nobel laureate Leymah Gbowee, who rallied the women of Liberia to make peace.'

A review of the film in the *Church Times* highlighted the scene where 'a delegation of Japanese representatives, including the president of its parliament, visit Manila in the Philippines to ask forgiveness for the atrocities their country perpetrated there during the Second World War'.

Later in the year there were launch occasions in Oxford, Sheffield, Birmingham, Coventry and Thatcham.

## WORLD REFUGEE DAY

Initiatives of Change partnered with other organisations involved with refugees to celebrate World Refugee Day in June in the lofC centre in Greencoat Place, London. Amina Khalid, who leads lofC's communities programme, opened the evening: 'Tonight is about celebrating the

success of refugees and also about the role that each of us can take to make a difference to the situation.' Amina encouraged people to 'take away the labels and to see the human'.

## STORIES OF HOPE FROM THE MIDDLE EAST

In May, AfR and Creators of Peace co-hosted a visit of a group of Lebanese and Syrian lofC colleagues to Oxford and London, as part of a collaboration with lofC Sweden and lofC Norway on 'Stories of Hope from the Middle East'.

Assaad Chaftari and Haidar Ammacha, former militia fighters in Lebanon, represented Fighters for Peace. Syrians Iman Al-Ghafari and Ola Al-Darwish have been

bringing women of different backgrounds together to take part in Creators of Peace Circles in Damascus. They took part in public events in Parliament and Greencoat Place (in partnership with the Forgiveness Project and the Guerrand-Hermès Foundation for Peace), a briefing of diplomats at the Foreign Office, a Creators of Peace Circle 'taster' event, and an event organised by lofC's Communities Programme in Islington on knife crime and extremism.



## INTERFAITH WEEK

lofC celebrated Interfaith Week in November under the theme of: 'Multifaith, Common Humanity – an intergenerational perspective'. A powerful panel of

speakers from six different faith backgrounds shared their personal experience of the pressures that divide and the forces that unite.

## HUMAN RIGHTS DAY

The Communities Programme, the International Centre for Eritrean Refugees and Asylum Seekers (ICERAS) and Muslim Welfare House Mosque jointly hosted an event to mark International Human Rights Day in December.

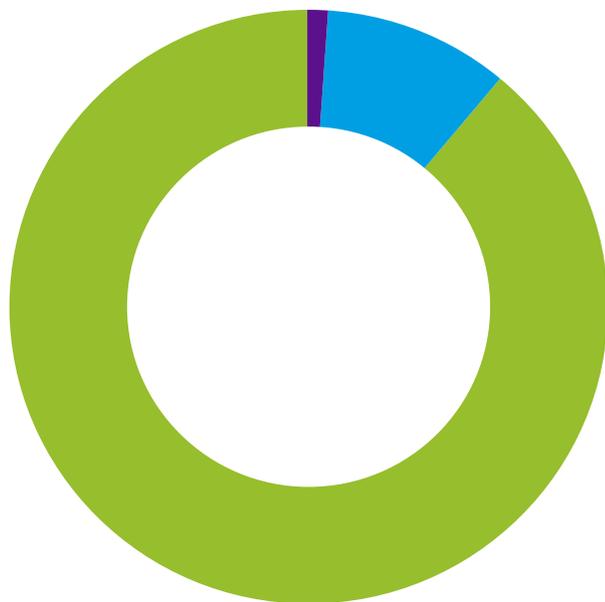
Over 70 people from different walks of life came together to address the theme of 'Human Rights Challenges in the 21st Century'. A panel of speakers described the challenges they have faced in working for human rights.

# FINANCE 2018

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

- £516,858** Investment
- £390,878** Donations & legacies
- £223,938** Letting & catering
- £4,244** Charitable activities



## How we spent our money

- £1,325,314** Charitable activities
- £19,791** Fundraising & investment
- £148,101** Trading, letting & catering

### OUR FINANCES IN 2017

In 2018, we received a total of £1.1m which enabled us to spend over £1.5m 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 2018 of The Oxford Group operating as Initiatives of Change, charity number 226334 registered in England and Wales. The Report and Accounts for 2018 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...

- 74p Outreach work
- 5p Governance
- 20p 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



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

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](https://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](https://uk.iofc.org/events)

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



#### CONNECT WITH A PROGRAMME

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

[uk.iofc.org/programmes](https://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](https://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](https://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](https://uk.iofc.org/jobs)



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

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