



Inspire,
equip and
connect for
change

Annual Report 2015

**CAUX-INITIATIVES OF CHANGE
FOUNDATION**





The Caux Palace

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MESSAGE FROM THE PRESIDENT

In 2015, the international community weathered a storm of concern and emotion. It was so torrential that it almost overwhelmed the very notion of peace and dialogue promotion, of global and personal accountability and of ethics in our daily lives and society. The endeavour of the CAUX-IofC Foundation appeared however even more needed than ever before: its Caux Palace offers a unique open-platform basis to host meetings inclusive of all nationalities, religions and beliefs. This format allows vital discussion on the future of the international community and creates an atmosphere conducive to understanding our interdependence and our common responsibility. It opens the way to personal change and to designing new policies based on ethics.

This approach made the summer of 2015 an exceptional season at Caux, and a number of meetings are worthy of mention. There was the particularly lively European forum, which gathered youth ambassadors from 24 countries and drafted a series of responses to Europe's challenges. We also marked the 70th anniversary of the bombing of Hiroshima and a poignant letter from the city's mayor reminded us of the Foundation's role in Japan's commitment to peace after World War II. At the conference on Just Governance, participants from 44 countries shared a range of initiatives: clean water supply to Indian villages, confidence-building measures for Greek and Turkish Cypriots and equal access to politics for women in Mali. The conference also gave

rise to dialogue not only between Russians and Ukrainians, but also between Armenians and Turks – coinciding with the centenary of the Armenian genocide – on their shared history and its impact on their daily lives. The success of these events would not have been possible without the generosity of the donor community and the enthusiasm of our staff and volunteers.

We are determined to continue channelling this enthusiasm into our activities in 2016, particularly into meetings and workshops on intercultural understanding and dialogue and on the promotion of ethical leadership and trust. In 2016 we are celebrating the 70th anniversary of the Foundation: an opportunity to review our rich history and to hold a series of public events across Switzerland. We must also face up to a number of challenges in order to move forward. As President of the Foundation, I would like to express both my warmest appreciation of the people who will make this happen and my optimism about the future outcomes of our current actions.

Antoine Jaulmes

President, CAUX-Initiatives of Change Foundation



The Promotion of just governance is at the heart of our work for peace, rights and well-being. Initiatives of Change is a strong partner in these endeavours. I have personally benefitted from the inspiring exchanges at the annual Caux Conferences."

Michael Møller, Director General of UN Office at Geneva

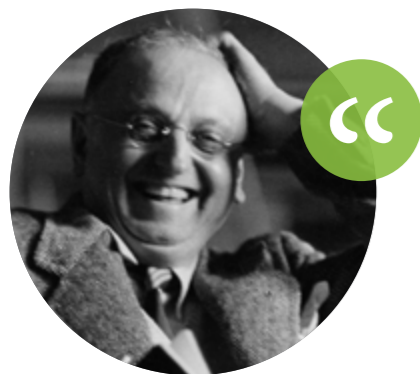
ABOUT US

Established in 1946, the CAUX-Initiatives of Change Foundation (CAUX-IofC) aims to inspire, equip and connect individuals, groups and organizations to address world's needs on the promotion of trust, ethical leadership and sustainable living, starting with themselves.

Our objectives are to strengthen the ethical commitment of social, political and economic actors, to help heal the wounds of history by building trust and to nurture peace by forging networks among people of different faiths and cultures.

Our holistic approach places the human being in the foreground. This breaks down silos and enables the individual to take the first steps towards a greater change.

To achieve this, we organize and coordinate the International Caux Conferences, expert dialogues, seminars, programmes, training sessions and events all over Switzerland.



There is a common meeting ground in the fact that we all need to change - nations as well as people... if leaders change they can change their people. If people change, they can change their leaders."

Frank Buchman, Founder of Initiatives of Change



THE 2015 CAUX CONFERENCES IN NUMBERS:



THE CAUX CONFERENCES

INTERNATIONAL CAUX CONFERENCES 2015 OFFICIAL OPENING

On Sunday 28 June 2015, the Caux Conferences season was officially opened by Antoine Jaulmes, President of CAUX-lofC, Ambassador Anne Lugon Moulin, Head of the Sub-Saharan Africa Division of the Swiss Federal Department of Foreign Affairs, and Laurent Wehrli, Mayor of Montreux and cantonal MP. Participants also had the opportunity to see the Caux Palace and to learn more about the season of conferences and Initiatives of Change's global activities. The Foundation also publicly stated its support to the "Responsible Multinationals" Initiative, a project of referendum to ensure that Swiss multinationals actively apply and support Human Rights wherever they operate, and an important step on the way to global business moralization.

CAUX VOLUNTEERS

In the 2015 summer a total of 217 volunteers came to help run the centre during the conferences. With the financial assistance of the Irene Prestwich Trust, the Foundation invested in training volunteers to take on positions of greater responsibility, in collaboration with the newly established Operations Team.

A big thank you to all the 2015 volunteers!

The Foundation's flagship activity is the organization of the International Caux Conferences each summer, to address selected topical world issues related to trust building, ethical leadership, sustainable living and human security. Over the years, Caux has gained a reputation for being a platform for intercultural and interreligious dialogue. It provides a safe space for people from all over the world to share their thoughts and experiences as well as to exchange best practices and tools, and to network.

Each of these conferences is run by its own team, comprised of dedicated volunteers from the lofC network and its partners.

One unique element is the time given in the conferences for personal reflection. Another is the collaboration between participants, interns and volunteers in practical tasks. During the conference season the operation of the conference centre, from housekeeping and dining room service to technical management, is mostly run by volunteers and participants in the Caux Interns Leadership Programme. Conference participants are encouraged to join in. This diversity of age, background and culture, and the community feeling produced by working together, is a core aspect of the Caux experience.

Caux is about the unique atmosphere that is created when participants, volunteers and interns

- engage with people from a wide range of backgrounds and cultures
- find time to reflect on and act upon topical issues – personal and global
- meet and converse with opinion formers and changemakers from around the world.

In 2015:



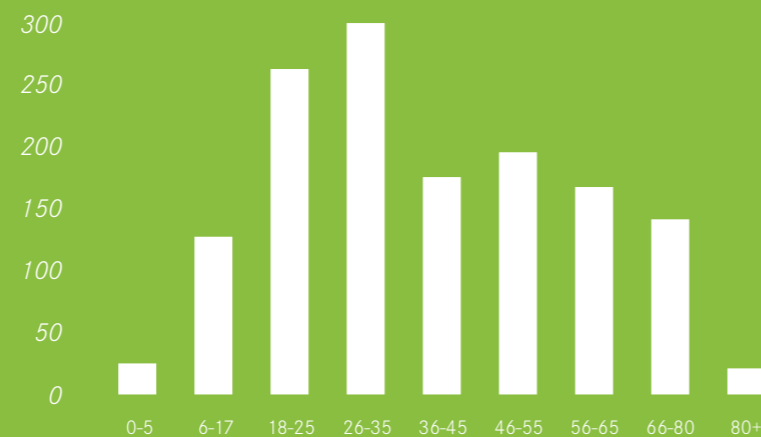
Gender breakdown:



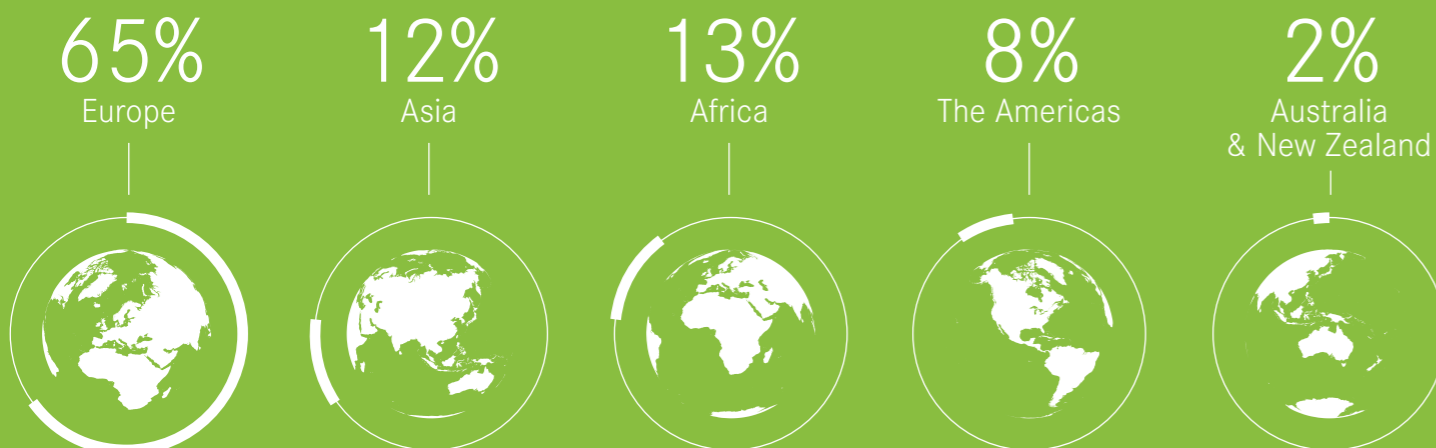
including:

participants	1008
volunteers	217
interns	66
scholars	20
artists	9
staff	38
conference teams	63

Overall age:



100 nationalities:



Coming to Caux is an achievement in my life journey, because it fulfils my passion for caring for people, for having more understanding of the world, different cultures and religions, and the political standards of other countries.

Bukiwe Maseko, Caux volunteer from South Africa

JUST GOVERNANCE FOR HUMAN SECURITY: BUILDING TRUST FOR ETHICAL, INCLUSIVE GOVERNANCE, 3-8 JULY

Dialogue, Peace and Reconciliation: building trust across the world's divides



Michael Møller, Director General of the UN Office at Geneva, set the tone for the conference on Just Governance for Human Security. 'There is a whole world of problems to address, and these can no longer be left to governments,' he said. 'It has to be collaborative. Each one of us has a responsibility to bring our expertise to the table.'

The 200 participants had come from 44 countries to discover how better to do just that. They told of initiatives which are providing clean water to Indian villages, building trust between Greek and Turkish Cypriots, enabling women to contribute to Mali's national affairs. Mr. Møller tweeted his network, saying the conference 'highlighted the enormous potential of civil society'.

The Swiss Department of Foreign Affairs sponsored 25 leaders from Mali, Chad and Niger. Many are involved in conflict resolution in their countries. A workshop led by UN mediation experts attracted a large audience. They also took part in workshops on responses to violent extremism, where they were joined by Somali Members of Parliament, a senior official from Nigeria, and NGO leaders from Africa and the Middle East.

Armenians and Turks came to search for ways of overcoming the hostility resulting from their brutal history. Ukrainians screened a film on the war in Eastern Ukraine, and this inspired a moving apology from eminent Russian historian, Andrei Zubov, who had been dismissed from Moscow's Institute of International Relations when he wrote an article condemning Russia's occupation of Crimea. He joined Alexander Zinchenko, Deputy Director of Ukraine's Institute of National Memory, in a workshop on 'dealing with the past' which focused on tragic events in the history of both countries, and explored steps towards healing.

200 participants
44 countries



This conference was organized in the framework of a four-year project which seeks to engage Europeans from all backgrounds in developing a spirit of partnership and solidarity across the continent.

AEUB 2015 was an opportunity for 86 Europeans to reflect on European values in the light of such issues as recurring conflicts, massive waves of migration, shaky minority rights and dealing with the past. Groups met to discuss their concerns and hopes and make proposals for the future.

Ample time was devoted to the vision of two of Europe's founding fathers, Jean Monnet and Robert Schuman. Participants visited the Jean Monnet Foundation for Europe in Lausanne. Its Director, Gilles Grin, and the Director of the Schuman Centre for European Studies, Jeff Fountain, made highly documented presentations to the conference.

In 2015, AEUB launched its Young Ambassadors programme. Thirty-five ambassadors, aged from 18 to 25 and representing 24 countries, took part in the conference.

On particular project was born out of the conference: a peace voyage across Europe in 2018. This project includes visiting places that have suffered or suffer from conflicts to share practical stories of trust building and conflict resolution.

35 young ambassadors
aged from 18 to 25
24 countries



The 2015 International Peacebuilders' Forum (IPF), organized in partnership with the Institute for Conflict Transformation and Peacebuilding (ICP), invited participants to 'find your way from peace dreamer to peace practitioner'. Some 70 practitioners from around the world took part, exchanging best practice and experiences in non-violent conflict transformation.

Key events of the forum included a panel discussion about implementing the principles of dignity, participation and inclusion, led by speakers from Interpeace, the Civic Alliance, PeaceNexus and Creators of Peace International; a presentation by the Director of the Cordoba Foundation of Geneva, about Islamic and Arab perspectives on non-violent conflict transformation; and four workshops led by leaders in the peacebuilding field. These covered such topics as what prevents young people taking part in peacebuilding, what stories we pass down to future generations, and the role of the moderator in effective dialogue for non-violent conflict transformation.

Participants stated that the forum had encouraged them to look at conflicts from new angles and to implement new tools. Others were inspired to find ways of including all stakeholders in their work in conflict zones, even those who are the most difficult to reach.

More than anything, participants were encouraged by finding they were not alone in their efforts, and forming a powerful network of like-minded people.

70 participants
from around the world

CONFERENCES

SEEDS OF INSPIRATION: SHARING INSPIRATION THAT SHAPES LIVES, 4-9 AUGUST



Seeds of Inspiration 2015 invited participants to explore 'the magic of diversity, the gift of silence, the energy of the unexpected and the joy and community'. Workshops, theatrical productions, meetings and group discussions opened minds to new possibilities.

Kwame Reed, a young actor and poet from a troubled estate in London, began to rethink his vision 'of the man I want to be'. Hitomi Mitsutake, a Japanese trainee teacher who described herself as 'very introvert', found 'the joy of communicating with others'. British actor Steve Stickley was reminded of 'the beauty of Islam'.

The conference coincided with the 70th anniversary of the bombing of Hiroshima. A delegation from IofC Japan brought a message from the Mayor of Hiroshima, Kazumi Matsui, which called for peace and remembered his predecessor's visit to Caux with the Mayor of Nagasaki in 1950. This visit, wrote Matsui, 'made us quite certain of the path which "peace city" Hiroshima must take going forward'.

The letter, read out by Mitsuhsa Kato from IofC Japan, described how Shinzo Hamai, then Mayor of Hiroshima, was moved by the idea that 'if every person listens to the voice of his conscience, he can orient himself in a positive direction, bringing about positive changes not only in the family, workplace, school, community and nation, but also in the relationship between both people and countries.'

commemorating the 70th anniversary of the bombing of Hiroshima

PROGRAMMES / TRAINING

CREATORS OF PEACE CIRCLES



IofC's Creators of Peace programme offered Creators of Peace Circles and facilitators' training in French and English. The programme, which celebrates its 25th anniversary in 2016, brings women together to promote peace, starting with themselves.

Nina, an 18-year-old Swiss, took part in a peace circle and in the facilitators' training and has since helped the initiative to grow in Switzerland. She writes:

'A peace circle brings 10 to 12 people together – every person sharing what they feel like sharing. For some it can be very difficult to share what they've had to go through. We speak about difficult and emotional subjects: exile, sexual abuse, murders... We each cry at a certain point.

'Personally, nothing really tragic happened in my life. What I had to say was a bit futile compared to others, but a life does not need to be tragic to be told and to be heard. Nobody is ever really at peace; we all have things to share. Being the youngest of the group, I mainly learned from others, I was touched by their personal stories. I really felt a strong mutual connection between all the participants.'

PROGRAMMES / TRAINING

DIALOGUE FACILITATION TOOLS TRAINING



Following the successful Facilitation Tools Training held in Geneva in 2014, CAUX-IofC and the Institute for Cultural Affairs UK (ICA: UK) continued to collaborate in bringing Technology of Participation (ToP) methods and tools to Switzerland. In November 2015, representatives from NGOs and business took part in a two-day training programme on group facilitation methods and a one-day programme on action planning. They learnt powerful methods for generating consensus in groups and for building ownership of projects and events.

PROGRAMMES / TRAINING

CAUX SCHOLARS PROGRAM (CSP)



Twenty students from 16 countries were selected for this year's four-week course on conflict transformation and peacebuilding, run by lofC US and hosted by CAUX-lofC. The annual Caux Scholars Programme (CSP) teaches students to analyze conflicts, understand the factors that create and sustain them, and explore approaches to resolving them.

What makes the CSP a lifelong experience that goes beyond an ordinary academic course? The answer lies in its people. Participants and organizers share a full commitment to peacebuilding. Training sessions challenge traditional patterns of peacebuilding and conflict transformation, by putting the individual at the centre of the process. In 2015, as in previous years, participants included 'friends' and 'foes' whose countries of origin had passed through conflicts with each other. What made it possible to fill the gap of mistrust and build bridges of friendship was the discovery of common humanity and the personal transformation that the programme facilitated.

The 2015 scholars were also co-organizers of the Just Governance for Human Security conference. This enabled them to exchange views with experts in peacebuilding and good governance and to broaden their networks.

EVENTS

REDEFINING VICTIMS AND OPPRESSORS: HEALING, RECONCILIATION AND THE FIGHT AGAINST IMPUNITY



Victims and oppressors – can these categories be redefined? A lunchtime roundtable discussion on this theme took place on 20 February at the Maison des Associations in Geneva and was attended by forty-two people. It was moderated by Julie Bernath, head of the Dealing with the Past department of Swisspeace, and brought together Michael Lapsley Director of South Africa's Institute for Healing of Memories, Daphrose Barampama, President of Creators of Peace International, and Gerald Staberock, Secretary General of the World Organization against Torture (OMCT). The event was co-organized by ACAT-Suisse and also launched the French version of Michael Lapsley's book, *Redeeming the Past*.

EVENTS

PANEL DISCUSSION IN LUCERNE



On 12 May 2015 CAUX-lofC hosted a panel discussion in Lucerne on 'Living together in Great Britain and Switzerland'. In the context of the rising debate about migration, lofC President and British pediatrician Omnia Marzouk and Sibylle Stolz, Head of the Lucerne's Department of Migration, offered concrete experiences of living and working with cultural diversity. 'When we get to know the other and have an open dialogue, we soon understand that they have the same kind of fears and pains as ourselves,' said Omnia Marzouk. 'We accept differences and overcome prejudice better when we understand them.'

The keynote speeches were followed by a lively conversation with the audience. The event was opened by a representative of Lucerne's town council, Adrian Borgula of the Green Party, and Christoph Spreng, member of the council of CAUX-lofC.



"We accept differences and overcome prejudice better when we understand them."

Omnia Marzouk, President of Initiatives of Change International

EVENTS

INTERNATIONAL PEACE DAY



On International Peace Day, 21 September 2015, CAUX-lofC invited its neighbours in the Varembe 1-3 building in Geneva for a dialogue to help break down silos. NGOs from the humanitarian, development, human rights and peace and security sectors discussed their approaches to working for peace and explored synergies. Participants asked the Foundation to host a similar event again in 2016.

Ethical
Leadership:
putting ethics back
into business



TIGE is a conference, a programme and an emerging global movement, which offers a platform for all stakeholders in the global economy. Its role is to inspire, connect and encourage businesses and individuals to act according to their core values.

2015 saw the ninth in a series of annual conferences at Caux. At the opening session, Sunil Mathur, Chief Executive of Siemens Corporation in India and South Asia, described how his company had drilled down into its corporate culture following a major corruption scandal. The conference showcased stories of personal and economic transformation, and adopted a holistic approach, providing participants with time and skills for inner exploration, capacity building and working together. The Business School Lausanne and

Leadership for Transformation delivered an action-oriented leadership training programme, with workshops on inner leadership; the business of peace; values-based leadership; and purpose-based leadership.

The Caux Round Table, an international network of business leaders, met in parallel to discuss the responsibility of business to create a sustainable global economy.

114 participants



“The Caux TIGE conference was unique in my experience – in terms of the opportunity to think, to challenge and to break bread with people whose paths one would otherwise not cross.”

Lady Susan Rice, Former Managing Director, Lloyds Banking Group, Scotland

CONFERENCES

IMPACT INITIATIVES CHALLENGE: EQUIPPING, INSPIRING AND CONNECTING THE NEXT GENERATION OF CHANGEMAKERS, 10-15 AUGUST



The second Impact Initiative Challenge (IIC) conference brought together young changemakers from diverse backgrounds and nationalities living in Europe. Its aim was to encourage participants to reflect on their identity and aspirations, so as to develop their ideas and put them into practice.

Célia Demoor, a French peacebuilder from Calais, was one of the participants. In 2014 she made 'United Voices for Migrants in Calais', a video in which people from around the world speak out about the situation of migrants in Calais and the rights of all to dignity and respect. The video was a finalist in the UN PLURAL + Youth Video Festival. Demoor's experience at Caux inspired her to found a French branch of the DEEP (Dialogue, Empathic Engagement, and Peacebuilding) Network.



United Voices for Migrants in Calais (English version)

Scan this QR-code to watch the video or go to <https://www.youtube.com/watch?v=zKAPwpD0w3U>

70 participants

PROGRAMMES

LAUNCHING TIGE-SWITZERLAND



In response to growing Swiss participation in its summer conferences, TIGE organized three networking events for professionals in Lausanne and in Caux in April, June and October. These brought together CEOs, human resources managers, consultants and coaches to create a network of exchange and support on developing trust and integrity in their work and making values-based decisions. Participants highlighted the importance of taking responsibility and action, and shared inspiring stories of engagement and success.

PROGRAMMES

CAUX-IOFC COMMITS TO THE SWISS RESPONSIBLE BUSINESS INITIATIVE



In May 2015 the Foundation joined the Swiss association that carries forward the Responsible Business Initiative. Switzerland has the highest per capita number of multinationals, which all face challenges related to human rights, labour law and environmental issues.

The Swiss Responsible Business Initiative is inspired by the UN guiding principles on business and human rights, and ILO and environmental standards. It aims to ensure that Swiss companies integrate the protection of human rights and the environment in their business practices through mandatory due diligence measures.

Cornelio Sommaruga, former Swiss State Secretary for Foreign Economic Affairs and CAUX-IofC President from 2000 to 2006, is a member of the Initiative's committee.

Exploring the human factor in environmental sustainability



Over 100 trust building and land restoration professionals attended the Caux Dialogue on Land and Security (CDLS), which was organized by IofC's Initiatives for Land, Lives and Peace (ILLP) in partnership with the UN Convention to Combat Desertification (UNCCD) and the International Union for the Conservation of Nature (IUCN). They included farmers, campaigners, policy-makers, scientists and business representatives.

The dialogue explored the connection between land restoration, food security, poverty alleviation and conflict resolution. It focused on solutions that combine trust building with sustainable land management, so as to help communities to replace the vicious cycle of land degradation and conflict with prosperous, peaceful livelihoods. Five days of serious questioning were filled with lively conversations, intelligent solutions and personal stories and insights.

The dialogue devoted one day each to environmental, economic and social issues, enabling a productive horizontal and vertical exchange between specialists, policymakers and civil society. On day two, participants explored solutions for sustainable land management; on day three, they looked at trade within the globalised market context, with an emphasis on water use; on day four, they delved into how to build trust. The dialogue concluded with a call for action.

over 100 trust building and land restoration professionals

EVENTS

CAUX DIALOGUE ON LAND AND SECURITY AND WORLD VISION IN GENEVA



The day after the dialogue, CAUX-IofC and World Vision International shared its conclusions with the broader environmental community at an event at the Geneva International Environment House. This enabled participants to continue brainstorming on how to ground sustainable development. During the event the Kenyan delegation committed to hosting a Dialogue on Land and Security in Kenya in 2016.

EVENTS

PHOTO EXHIBITION WITH GREEN CROSS INTERNATIONAL



The CDLS had its own 1.5-metre panel in the month-long Green Cross Photo Exhibition, The Future We Want, beside the lake in Geneva. The exhibition featured examples of activities around the world that are helping to build a sustainable future from Green Cross International and its partners. The CDLS was exposed to countless passers-by, and the exhibition was also on view in Paris throughout the two-week COP21 climate conference.



"The Future we Want" exhibition along Quai Wilson in Geneva

ACTIVITIES OF THE FOUNDATION

Empowering
the next
generation of
changemakers

CONFERENCES

CHILDREN AS ACTORS FOR TRANSFORMING SOCIETY: CHILDREN AND ADULTS, PARTNERS FOR CHANGE? 27 JULY-2 AUGUST



The Children as Actors for Transforming Society (CATS) conference was organized in partnership with Initiatives of Change France, Eurochild, the Universal Education Foundation and the Child to Child Trust. Its main goal was to explore how children, young people and adults can work together to ensure that child participation is properly respected at all levels of society.

Participants shared experiences and knowledge and debated concepts and ideas in an environment that was fun, interactive, trustful and respectful.

Keynote speakers included Kirsten Sandberg, former Chair of the UN Committee on the Rights of the Child; Judith Diers, Chief of Adolescent Development & Participation at UNICEF; Julie Ward, MEP, a strong advocate for children's rights at the European Parliament; and Nkem Orakwue, Founder of the Nigerian Children's Parliament. Dimitri Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship, sent a video message.

During the week participants had the opportunity to feed into the General Comment on Adolescents, commissioned by the UN Committee on the Rights of the Child, through

a workshop led by Gerison Lansdown and Darren Bird, international consultants on children's rights. Child rapporteurs from each workshop prepared a presentation for the European Parliament on the importance of making children's voices heard on policy issues.

'The CATS Conference served as a reminder of how life should be in terms of team spirit and even collaboration between adults and children,' commented one young person. 'This was experienced in all the activities undertaken at CATS, through fun games, chores, community groups and together times.'

290 participants,
including Kirsten Sandberg,
Judith Diers, Julie Ward,
Nkem Orakwue

PROGRAMMES

CAUX INTERNS LEADERSHIP PROGRAMME



Fifty-five young people from 27 countries took part in the Caux Interns Leadership Programme in 2015. The two four-week sessions offered training in modern leadership concepts, contribution to the community, and values-based discernment. These ideas were then applied by the interns in their service in the conference centre and conferences. In the training as well as the service, space for reflection and personal development was an essential component.

The 2015 interns showed outstanding motivation and engagement in all areas of the programme. Their spirit, hospitality and tireless helpfulness contributed significantly to the overall success of the summer. International friendships were forged and the Interns Alumni strengthened – many are likely to return in the future.

In November the new position of Interns Programme Coordinator was created to help the programme develop further, strengthen its integration into the centre's operations and generate new opportunities for training.

PROGRAMMES

CAUX ARTISTS PROGRAMME



The Caux Artists Programme (CAP) draws on IofC's heritage of using performing arts to build bridges between communities, faiths and backgrounds. It offers young artists the opportunity to perfect their art while relating it to topical issues. In 2015, CAP focused on vocal training, with five artists taking part in the four-week programme: Lisa Yasko, Anna Bychkova and Alexandra Nabokina from Ukraine, Shakti Pherwani from India and Mer Ayang from South Sudan. They were supported by faculty members Kathy Gardner (USA) and Grace Carter (UK) and programme director, Bev Appleton (USA).

Already experienced in opera, musical comedy, jazz, classical or pop, the singers came to learn further techniques to enhance their professionalism. Some also worked on personal creations. Alongside daily studio sessions and ensemble rehearsals, they had time to participate in conference activities, network with conference attendees, work on their own or attend the Montreux Jazz Festival just down the mountain.

PROGRAMMES
YOUNG AMBASSADORS
PROGRAMME



In the framework of the Addressing Europe's Unfinished Business conference (AEUB), thirty-five ambassadors, aged from 18 to 25 and representing 24 countries took part in deep exchanges and reflections on such issues as recurring conflicts inside Europe, massive waves of migration, minority rights and dealing with the past. This programme will be repeated in the years to come. Lina, from Albania, is founder of Breaking Barriers, a webinar which fights racial and religious stereotyping. Taking part in AEUB gave her the opportunity to discover the projects other young people are working on to build a better Europe. 'Despite our diversity, we have common values,' she said. She was able 'to debate in a positive and constructive manner with peers coming from traditionally conflictual areas'. She went home with a strong desire to stay engaged, to expand Breaking Barriers, and to develop an online forum for articles and blogs addressing Europe's challenges and hopes.

PROGRAMMES
SCHOLARSHIPS AND WORKSHOPS
FOR STUDENTS



Since 2012, CAUX-IofC has offered workshops to members of AIESEC, the world's largest student-run organization. These workshops aim to inspire, equip and connect students to work together more effectively and to lead intercultural teams. In 2015, CAUX-IofC ran 'The Leader in You' and 'Handling Leadership Challenges' workshops at the AIESEC chapter in Bern. A 'Working in an Intercultural Team' workshop was delivered at the AIESEC chapter in Zürich and at the Just Innovate challenge in Geneva.

Every year, the Foundation offers five scholarships to members of AIESEC in Switzerland, to enable them to participate in conferences at Caux. In 2015 Rebecca Jiménez, who is studying English, Geography and Ethnology in Zurich, won a scholarship to attend the International Peacebuilders' Forum. She comments: 'Caux is like a world on its own. Not only is the scenery stunning but also Caux is about connecting with like-minded people, about networking and about creating an environment in which new things can be created through exchange and support.'

EVENTS
INTERMISSION YOUTH THEATRE
(IYT)



IYT began in the spring 2008 with a mission to work with young Londoners, who were at risk of offending, who had been offenders or who lacked opportunities. They reimagine Shakespeare's works by interspersing his original language with street rhetoric, creating their own contemporary interpretations. This work enhances their dramatic creativity, increases their confidence and raises their ambitions.

In 2015 funds were raised to bring IYT members to the Seeds of Inspiration conference. For many it was their first trip abroad. The Caux Palace was a far cry from inner-city London, where all too often they are greeted with the news of yet another tragedy inflicted on their generation. The geographical distance gave them some perspective and their vibrant energy enlivened the conference. They performed theatre, dance and songs, and the after-play discussion was a highlight of many people's visit to Caux.

Many friendships were formed and as they say at IYT: 'When two worlds meet, great things happen'.

EVENTS
YOUTH-EXPERT DIALOGUE



As part of the Caux Dialogue on Land and Security, a fireside conversation took place between 40 enthusiastic young participants and three environmental experts: Julia Marton-Lefèvre, the former Director General of IUCN; Luc Gnacadja, the former Executive Secretary of UNCCD and Geoffrey Lean, environmental columnist of London's Daily Telegraph. It was a unique opportunity for an exchange between generations on knowledge and best practice, and also on personal values and convictions. In the face of climate change and conflict, the questions of leadership, attitude and decision-making were primary concerns.

ENGAGING WITH LOCAL AND INTERNATIONAL STAKEHOLDERS

The CAUX-lofC Foundation is proud to work in collaboration with actors in the different fields it deals with through the year. The Foundation wants to acknowledge their important contribution and thank them for their dedicated work at the side of the Foundation and its conference teams. We are particularly thinking of;

- The Robert Hahnloser Foundation
- The Swiss Department of Foreign Affairs
- AIESEC
- Initiatives of Change France
- Eurochild
- the Universal Education Foundation
- the Child to Child Trust
- the Jean Monnet Foundation
- the Schuman Centre for European Studies
- Initiatives of Change Lorraine
- the Institute for Conflict Transformation and Peacebuilding (ICP)
- The Caux Round Table
- Caux Initiatives for Business
- Green Cross International
- UN Convention to Combat Desertification (UNCCD)
- the International Union for the Conservation of Nature (IUCN)
- The Institute of Cultural Affairs, United Kingdom (ICA:UK)
- the Swiss Hotel Management School

MEMBERSHIPS

The CAUX-lofC Foundation is a member of:

- International Association of Initiatives of Change
- KOFF Swisspeace
- Collectif Paix et Non-violence
- Club Suisse de la Presse
- Geneva Perception Change Project
- Société de Développement de Caux
- Communauté de travail interreligieuse en Suisse

- Swiss Initiative for Responsible Business
- Club Diplomatique de Genève
- Club Grand Hotel & Palace
- Montreux-Vevey Tourisme
- Chambre Vaudoise Immobilière
- Institute for Conflict Transformation and Peacebuilding

CAUX BOOKS IS A MEMBER OF

- ASDEL - Association Suisse des Diffuseurs, Editeurs et Libraires
- The Fédération patronale vaudoise
- The Paul Tournier Association

COUNCIL OF EUROPE

Christoph Spreng, Vice-President of the CAUX-lofC Foundation, continues his work as lofC delegate to and coordinator of the Council of Europe's INGO (international non-governmental organization) Dialogue project. In February 2015, the newly elected President of the INGO Conference, Prof Anna Rurka, signed a two-year agreement governing the INGO Dialogue Project. The Dialogue Toolkit for Conducting Intercultural Dialogue, developed by Spreng, continues to be a major point of reference.

UNITED NATIONS AND INTERNATIONAL GENEVA

The Director General of the UN office at Geneva, Michael Moller has encouraged broader collaboration between lofC and the UN. This led to CAUX-lofC's participation in the Perception Change Project, a partnership of over 60 NGOs and institutions who are working to demonstrate the value of having such a vibrant hub of organizations in Geneva. They hold regular meetings and take initiatives to highlight how organizations in Geneva are working for human rights, well-being and peace. A 'cookbook' was launched at the Geneva book fair which mixed recipes from wellknown chefs in Geneva with the work of NGOs explained in the form of a 'recipe'. The book, which was showcased at the Milan world expo, included the unique recipe for a successful Caux conference.

IOFC NETWORK



INITIATIVES OF CHANGE

The CAUX-lofC Foundation is a member of Initiatives of Change (lofC), a world-wide movement of people of diverse cultures and backgrounds, who are committed to the transformation of society through changes in human motives and behaviour, starting with their own.

Initiatives of Change International (lofC International), is the umbrella organization of the wider lofC network comprised of thirty-five national bodies as members. CAUX-lofC is the member for Switzerland. Each member operates autonomously on projects addressing specific local needs. lofC International has Special Consultative Status with the Economic and Social Council of the United Nations, and Participatory Status at the Council of Europe.

Among the national bodies of Initiatives of Change, the Foundation would like to thank those who extend regular and sometimes extremely generous support to our Foundation, in money gifts or in kind: lofC Australia, lofC Norway, lofC UK, lofC Sweden, lofC USA, lofC Netherlands, lofC Australia, lofC France, lofC South-Africa.

FRIENDS OF CAUX ASSOCIATION

The Friends of Caux association works actively with the Foundation. It aims to promote the Foundation's activities by organizing events in Switzerland throughout the year. In the summer, the association presented the Caux Conferences at the market in Vevey. The Friends held regular regional meetings and two weekends in Caux, in which they explored what lofC values mean in practice and engaged in open and honest dialogue around the theme of migration.

CAUX INITIATIVES FOR BUSINESS

Caux Initiatives for Business (CIB) is an international lofC organisation based on the spirit of Caux but with its strongest base in India, which seeks to strengthen the motivation of care and moral commitment in economic life and thinking in order to create jobs, correct economic and environmental imbalances, tackle the root causes of poverty and reduce the economic gap between the haves and the have-nots. It maintains very close links with the Foundation.

FARMERS' DIALOGUE

Farmers' Dialogue (FD) is an international lofC organisation which has grown out of the commitment of many farmers who have found a new purpose through Initiatives of Change. This led them to want to share their experiences as farmers and to search ways to strengthen their commitment to feed the world. They have shown the link between personal change and rural development. F is partnering with TIGE and CDLS.

CREATORS OF PEACE (COP)

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. They will be celebrating its 25th anniversary with the international conference 'Living Peace' in the 2016 Caux summer Programme.

MAINTAINING THE LEGACY: THE CAUX CONFERENCE CENTRE



The Caux Palace was bought in 1946 by 95 Swiss individuals and families who wanted to change the world. It is now an IofC international conference centre known for its track record in reconciliation, peacebuilding and trust building.

The Caux Conference Centre includes the Caux Palace and the Villa Maria seminar centre. The Caux Palace is rented out to the Swiss Hotel Management School during the academic year. It hosts the International Caux Conferences during the summer and a Winter Gathering every two years. The Villa Maria seminar centre is available for rent during the academic year.

The Foundation's policy is to maintain and improve its buildings in Caux at the service of all its current users.

In line with its focus on sustainable living, the Foundation is replacing the conference centre's oil-fired boiler with a new and more ecological wood-fired one. The old heating system installed in the 1960s was not complying with current environmental good practices. The new system will be 80 per cent wood-fired and 20 per cent oil-fired, and will cut the conference centre's CO2 emissions by about 590 tons a year. Economically, although the oil price has momentarily sunk below the price of wood, wood price will remain more stable and the use of wood will allow carbon-tax exemption in the future. Buying Swiss wood also means supporting the local economy and cutting the carbon emissions related to fuel transportation. The Foundation is proud to participate in a more sustainable economy in its own, modest way.

As part of a five-year plan, some 100 rooms are being upgraded, to comply with current electricity safety regulations, while three rooms had their original furniture refurbished, and six rooms had their parquet floors refreshed.

A technical study on the renovation of the train tunnel under the Caux Palace grounds established the cost at

CHF 940,000, which demand a significant fundraising effort from the Foundation.

VILLA MARIA, A SPACE FOR DIALOGUE AND REFLECTION

The Villa Maria can welcome up to 30 people and offers an inspiring space with spectacular views over Lake Geneva. Many NGOs, associations, businesses and state representatives rented the Villa Maria in 2015 for meetings, workshops and seminars.

HISTORICAL TREASURE HUNTS AND GUIDED TOURS

Keen to let the rich heritage of the Caux Palace be discovered by the public, the Foundation welcomed over 500 adults and children in "historical treasure hunts" during 2015. Six treasure hunts took place during the Montreux Christmas market and three during the summer conferences. In groups of ten, participants explored the splendid Maharaja room, found hidden corners and passages, and wandered through the long corridors and hallways in search of clues that would lead them to the treasure. In the process they discovered the fascinating history of the Caux Palace during the Belle-Époque, how it hosted refugees during World War II and how it became the Caux Conference Centre.

CAUX EXPO

In addition to the permanent Exhibition on the Caux Palace's history, visitors of the Caux Expo could discover Within my Walls and Beyond, a temporary exhibition by German photographer Undine Groeger. The Exhibition ran from 15 July 2015 until 31 March 2016 and had many visitors including local schoolchildren. Its theme, of a personal journey towards understanding Germany's past, meshed closely with the summer conferences. It featured three generations who experienced the rise and fall of the Berlin Wall, and, in parallel, opened a window onto life in Transnistria, a post-Soviet frozen conflict zone between Moldova and Ukraine.



ARCHIVES

More than 200 films produced by Moral Rearmament/Initiatives of Change have been digitalized. Total costs came to about CHF 246,220. Half of this sum came from CAUX-IofC, the rest from private donations, the IofC bodies in Norway, England and Australia, and from Memoriav, an association created for the preservation of audiovisual memory in Switzerland, which is supported by the Swiss confederation. These films can be seen on <https://vimeo.com/initiativesofchange>

CAUX BOOKS

The Caux bookshop and postal agency continue to serve conference participants, the village, the hotel school and tourists six days a week throughout the year. During the summer conference weeks, opening hours are extended to Sundays. No new books were published by Caux Books in 2015, but three books on IofC history are in preparation for 2016.





The Council and the Secretary General of the CAUX-lofC Foundation

In 2015 the Foundation adopted newly formulated vision and mission statement as well as 5-year (2016-2020) strategy (1).

VISION

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

MISSION

Established in 1946, the CAUX-Initiatives of Change Foundation (CAUX-lofC) organizes and coordinates international and local conferences, seminars and training in Switzerland, primarily in its Conference Centre, the former Caux-Palace, bringing together a true diversity of people.

CAUX-lofC provides a safe and privileged space to inspire, equip and connect individuals, groups and organizations from around the globe to engage effectively and innovatively in the promotion of trust, ethical leadership, sustainable living and human security.

CAUX-lofC operates in line with its key approach of bringing global change through personal change and with its core values of absolute respect for human dignity, of truth, solidarity and care at every level of public or personal life. CAUX-lofC recommends silent reflection as a means to access creativity and inspiration.

STRATEGIC ORIENTATIONS

The Foundation has identified two strategic orientations and three organizational orientations which are interconnected:

- **Consolidate and develop actions to address topics of global interest and needs**
- **Ensure distinctive positioning and robust engagement in Switzerland**
- **Strengthen organizational efficiency and relevance**
- **Secure diverse and broad financial support**
- **Maintain the facilities in Caux, improve their management and exploit their potential**

KEY ACTIVITIES

To achieve its aims the Foundation will provide programmes on value-based decision-making, cross-cultural and cross-generation communication, participation and teamwork based on experiential learning and through innovative lofC facilitation methods. It will continue to provide a space for dialogues on trust building, ethical leadership, sustainable living and human security, as well as for confidential dialogues between conflicting parties.

In addition to the organization of the yearly International Caux Conferences, workshops and seminars, the Foundation will extend its training offer to future leaders. CAUX-lofC will participate in external events on relevant themes in order to strengthen its positioning in Switzerland, particularly in the fields of ethical leadership in business, migration and trust building.

Fundraising activities will also be developed so as to increase the Foundation's ability to preserve and maintain the Caux Palace's legacy and develop the Foundation's programmes. The strategy includes a new organizational model to strengthen the Foundation's efficiency and its corporate identity, while strengthening the collaboration with lofC International and lofC network.

IMPACT

Through its actions, the Foundation will have a cross-level impact: on individuals, families, communities, local, national and international authorities and organizations.

CHANGES IN THE COUNCIL

The Council was particularly happy to welcome and be reinforced by two eminent new members:

Martin Frick, Director of the Climate, Energy and Tenure Division at the FAO, based in Rome, Italy. He is also Chair of the lofC Initiative for Land, Lives and Peace. He has been a German diplomat since 1996, serving in Albania, at the UN and in the EU. From 2002-2005, he was the Cabinet Affairs Advisor to then German Federal Foreign Minister Joschka Fischer. From 2007-2010, he was Deputy CEO/Director of the Global Humanitarian Forum, a Geneva-based foundation set up by former UN Secretary-General Kofi Annan.

Karin Osuszky, Advisor in the Private Sector and Trade Finance Department at the development finance Institution OFID, based in Vienna, Austria. She has been in commercial banking since 1985 in various assignments for large international banks in Vienna, Amsterdam, Geneva

and Zurich. From 1998 to 2002 she was director at the Structured Commodity Finance Department at ING Bank in Amsterdam. From 2002 to 2005 she headed the corporate clients department of ING Geneva and was head of the corporate office of ING in Zurich.

TEAM CHANGES

Barbara Hintermann was appointed Secretary-General of the Foundation in 2015. After a long career with the International Committee of the Red Cross, where she first served in field positions the Middle East, Africa, South-America and the Balkans; she then became the Head of Operations for North America and Europe and, from 2012 to 2014, the ICRC's Deputy Director of Human Resources. In 2014 she decided to look for a different challenge, still in the service of the humanitarian goals.

Sofia Mueller-Fischler, a former intern of the CAUX-lofC Foundation who took on a central role in the first edition of the International Peace-Builders' Forum (IPF), joined the team as Event Manager for the organisation of activities related to the Foundation's 70th anniversary in 2016.

Sabrina Thalmann, joined the team in December as Communications Officer.

Claudia Küffer, joined the team as Head of HR and Finances.

Phoebe Gill, has been mandated to be the main operations manager, in charge of developing the training offer in Caux.

Cyril Michaud has taken over the task of caring for the Foundation's Archives.

Aaron Oehrli was Conference Reservations Assistant between March and August 2015.

Elodie Malbois, a former Communications Intern, joined the communications department from April until December before pursuing her academic career and starting a PhD.

Eliane Stallybrass and **Maria Gander** have retired in 2015 from their positions as Archivist and Head of Finance respectively, after long years of dedicated service. The Foundation wishes to express all its gratitude for their commitment and dedication, and to wish them a long and happy retirement.

FINANCIAL STATEMENT

ASSETS

Current assets	31/12/15 CHF	31/12/14 CHF
Cash	221'846	124'096
Securities	2'882'456	2'860'938
Trade accounts receivable	121'129	269'556
Accounts receivables from Caux Books	49'207	57'874
Other current receivables	27'206	38'497
Accrued income and prepaid expenses	75'071	78'087
	3'376'914	3'429'048
Capital assets		
Loan to employee	142'000	169'000
Shareholdings Caux Books	1	1
Tangible fixed assets	130'808	119'009
Intangible fixed assets	2'297'501	2'205'001
Earmarked assets		
Silvia Zuber Fund	3'053'727	3'360'718
	5'624'037	5'853'729
Assets	9'000'952	9'282'777

LIABILITIES

Short-term liabilities		
Trade accounts payable	106'313	190'816
Other current liabilities	53'094	14'203
Accrued expenses	208'073	140'647
	367'480	345'666
Long-term liabilities		
Mortgage	1'600'000	1'400'000
Loan	108'935	108'935
Other long-term liabilities	83'470	94'525
	1'792'405	1'603'460
Earmarked funds		
Funds for projects and programs	58'960	74'645
Funds for renovations	132'882	89'682
Own restricted funds	1'453'218	1'573'021
Silvia Zuber Fund	3'053'727	3'360'718
	4'698'787	5'098'066
Organisation capital		
Free funds		
Renovation fund	382'396	382'396
Fluctuation reserve	290'000	290'000
Acquired unrestricted capital		
Foundations capital	1'563'190	1'591'662
Result of the year	-93'305	-28'472
	2'142'281	2'235'586
Liabilities	9'000'952	9'282'777

INCOME STATEMENT

	2015 CHF	2014 CHF
Conference and seminar contributions	584'142	689'829
General donations	99'772	172'144
Earmarked donations	543'296	398'106
Legacies	18'133	60'963
Rental income	2'412'026	1'991'197
Other income	79'761	50'653
Total income	3'737'129	3'362'892
Conference and seminar expenses	-466'598	-458'998
Project expenses	-20'636	-19'647
Public relations, documentation	-101'068	-107'832
Staff	-1'880'000	-1'601'813
Repairs and maintenance	-319'635	-327'350
Operational expenses, rent, insurances	-634'977	-733'763
Administration, consulting costs	-204'575	-220'966
Contributions to IofC International	-84'000	-83'000
Depreciations	-165'450	-153'196
Taxes	-65'280	-77'284
Total expenses	-3'942'218	-3'783'848
Operating result	-205'089	-420'956
Financial income	208'700	356'024
Financial expenses	-97'624	-39'815
Financial result	111'076	316'209
Extraordinary expenses	-122'838	-299'870
Extraordinary income	25'257	299'870
Project contributions Silvia Zuber Fund	-199'967	-199'228
Financial result Silvia Zuber Fund	-101'023	155'458
Non-operating result	-398'571	-43'770
Annual result before funds result	-492'584	-148'517
Withdrawal from funds for projects & programs	19'143	21'331
Withdrawal from funds for renovations	5'550	0
Withdrawal from Conference Support Fund	40'000	42'527
Withdrawal from Caux Action Fund	11'216	25'294
Withdrawal from various earmarked funds	68'668	60'113
Withdrawal from Silvia Zuber Fund	306'990	205'205
Allocation to funds for projects & programs	-3'538	-15'468
Allocation to fund for renovations	-48'750	-1'500
Allocation to Silvia Zuber Fund	0	-155'458
Earmarked funds result	399'279	182'045
Withdrawal from renovation fund	0	0
Allocation to investment fund	0	-32'000
Allocation to fluctuation reserves	0	-30'000
Free funds result	0	-62'000
Annual result	-93'305	-28'472

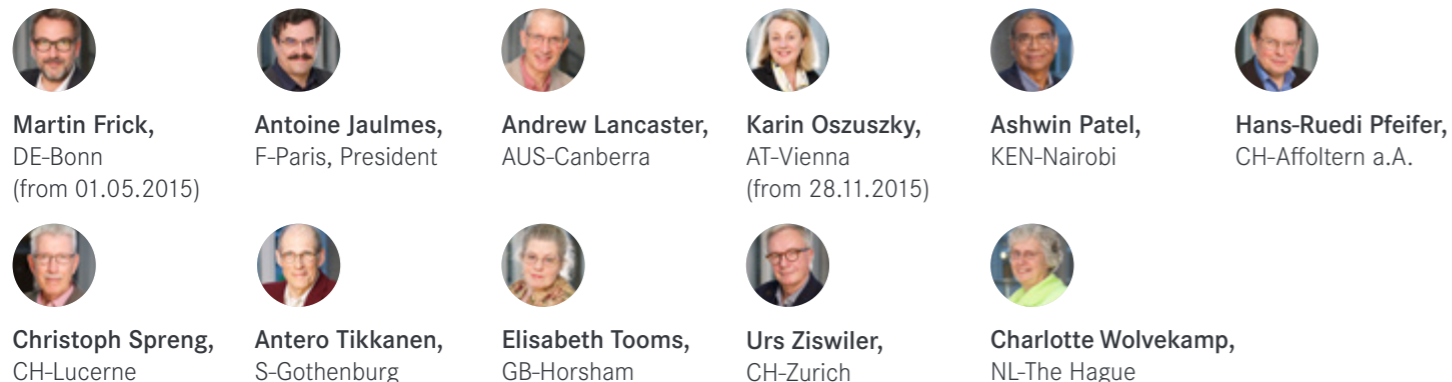
ORGANIZATION

LEGAL STATUS

The CAUX-Initiatives of Change Foundation is an officially recognized independent Swiss foundation. It is registered in the Canton of Lucerne (dated 30.11.1946, last modified on 20.08.2010).

ORGANIZATION

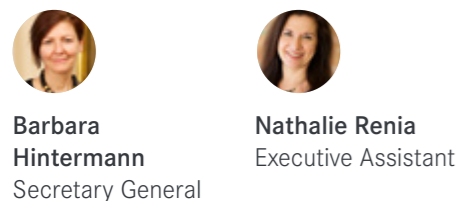
THE COUNCIL OF THE FOUNDATION



EXECUTIVE COMMITTEE



STAFF IN CAUX, GENEVA AND LUCERNE (AS AT 31.12.15)



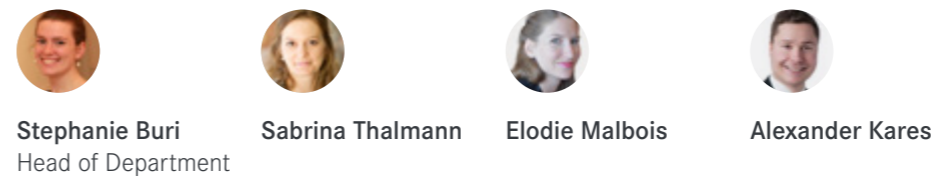
INTERNATIONAL CAUX CONFERENCES



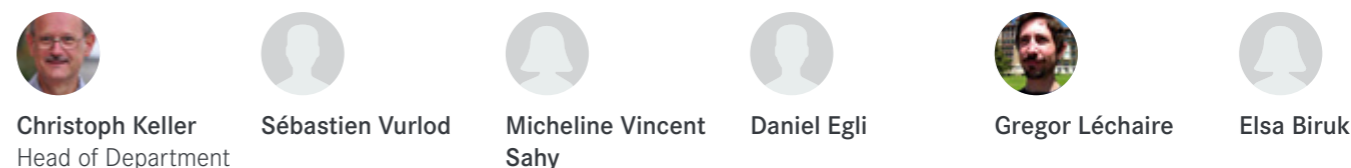
PROJECTS IN SWITZERLAND



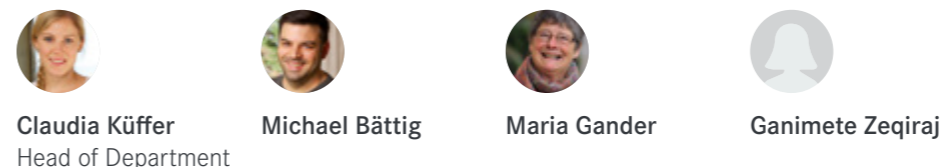
COMMUNICATIONS AND INFORMATION MANAGEMENT



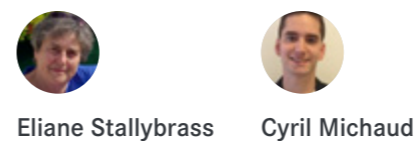
PREMISES IN CAUX



FINANCE AND HUMAN RESOURCES



ARCHIVES



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Alongside the permanent employees, the Foundation can also rely on a large number of people who offer their time during the international conferences and throughout the year.

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Swift Code CRESCHZZ80A



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www.caux.ch

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