



Initiatives of Change Global Consultation, Caux 2-6 July 2004

LOOKING FORWARD WITH HOPE: STRUCTURES SERVING OUR CALLING

"We give thanks to God who has brought our pioneers and ourselves this far. A deep awareness of the importance of what we have inherited has started this sincere search to find out the best way to take this heritage with its values forward. You know our faith, our convictions, as well as our fears and shortcomings. We ask you to bless the attempt we are making together." A prayer at the start of our discussion.

We were a great mixture of people from around the world who gathered in Caux just before the summer conference. We met amidst the hammering and drilling of major renovations of the kitchen still in progress and the resulting layers of dust. The temporary dish washing machine occupied part of the kitchen. Yet the food and service met Caux's usual high standards.

What happened during this Consultation? One participant likened it to the painting of a house. Some parts are in good order and easy to redecorate. Other areas are more weather-beaten and need more work. You have to scrape off the old paint and apply primer before applying fresh paint. There may be argument about the colour of the window frames and the doorknob! But it is still the same house.

This description aptly captured the process of reviewing the international structures of Initiatives of Change (*IofC*) which were established five years ago. The results of our labours are in the attached document. The input received from many of you, via the advance questionnaires, was presented and formed part of the decision-making process of this review. All your comments, as well as the thoughts expressed here, were taken into account in our reflections together on the way forward. We hope that you will see that reflected in the conclusions we arrived at together.

How will this document affect you? At first glance your reply may be "not much". However, we think you may find more than you expect.

We reaffirmed that our world team is united by a shared global vision of a hate-free, fear-free, greed-free world where the needs of the whole human family are met. We were appreciative of what the Consultations have brought to our work over the last 15 years. After much discussion we concluded that the Consultations would take place every two years, instead of annually. We added our own to the many expressions of gratitude received for the role the International Council had played so far and would like to thank those who chose to put their names forward and were selected to serve on it from its inception. The International Council's report stimulated a lively discussion. We are full of expectancy about the next phase.

We divided into small groups to discuss the International Council's role. As the groups reported back, we were surprised that the desire for them to offer and encourage bolder leadership was unanimous and that we were all ready to accept it. We also affirmed their special role in offering more of a public voice for *IofC* in the world. What issues do you think those on the Council should consider and what should they say? The Council wants and needs your thoughts and your news. What are you doing in your area and in the world? They won't know what you think unless you tell them. Talk it over with your friends and email (ic-secretariat@iofc.org) or fax (+1 202 872 9137).

“If we expect the International Council to lead,” said one participant, “its members need our trust and they need to be ready to give that kind of leadership.”

We were grateful for those who put their names forward to be selected for the International Council whether they were finally selected or not. Three of the current members - Claire Leggat, Leena Khatri and Joseph Karanja - had their terms of service extended. Chris Evans was selected as a new member. (See the attached chart).

The next Nominations Committee, who will collect suggested names for the selection process of the International Council in 2006, will consist of: Jackie Euvrard, Karen Greisdorf and Anne Hartnell. They will find others to work with them.

The next Consultation, which will take place in two years time in the first half of 2006, will be prepared by the following team: Nathalie Chavanne (convenor), Rosalind Weeks, Edward Peters, Nicole Reckinger and Lucienne Munono.

It was useful to clarify the role of the Elders, with one of them - Philippe Lasserre - present. We agreed that, in addition to their current role, they would work for the healing of relationships and restoring of trust wherever the need should arise.

Cornelio Sommaruga, the President of the *International Association of Initiatives of Change (IA)*, and Danielle Maillefer came to one of our sessions and put before us an exciting proposal by the *IA* to open an office in Geneva oriented to the UN and to the many international organisations based there. Danielle has professional experience of the UN system, and also deep knowledge and conviction about *lofC*. They were proud that this proposal would build on the work over many decades by Daniel and Monique Mottu, one of the pioneer couples of Caux.

One evening, using a visual presentation, Ginny Wigan summarised the means of communication at our disposal with their pros and cons. She reminded us that face-to-face communication is still the most effective. Edward Peters gave us a visual glimpse of the international *lofC* website and explained the private Extranet website, making us aware of the potential it offers for communication, inclusion and teamwork. He is looking for people to work with him in carrying responsibility for these aspects of our global communication.

We realised how much language could be a barrier to communication. All our discussions were in English, the mother tongue of less than half the participants. We asked a lot of many of our friends because of this. Some of them were only able to contribute, though they did this very freely, through word-for-word interpreting. In future all Consultation documents will be made available in English, French, German and Spanish, as well as being translated into any other language pertinent to the location of the Consultation.

The use of the acronym “*IC*” for “Initiatives of Change” has caused confusion, particularly in speech: “I saw *IC* as a means....”, “As I see it, *IC* needs ...”! We discussed it and recommend the use of the full name “Initiatives of Change” in documents wherever possible. If an acronym is used we agreed that *lofC* is the best solution and is consistent with the international website address <lofC.org>.

As participants, we promised we would inform you as fully as possible of what happened. Please contact us and make sure that we do!

Not all our time was spent in discussion. Each morning began with a time of reflection on the theme “The art and craft of teamwork, with each other and with God”. There were thoughtful and challenging contributions by Rob Corcoran, Lotty Wolvekamp and Amina Dikedi, which were followed by sharing in small groups and all together. Here are some of the insights people shared:

“Our calling is to remake the world under God’s design and discern together how we fulfil that calling. Structures are there to serve that calling.”

“I am grateful to realise that these structures do not come ‘off the hook’ but are tailor made for our calling.”

“ Sometimes a crisis is needed to enable us to find new strength, new courage, to renew our faith and new truth.”

“In the most difficult moments there is always a choice.”

“Be open to complexity and unafraid of ambiguity.”

“Do I see someone as a problem or a person?”

“How can I help the person in front of me make his or her best contribution to the community?”

“How can we learn to build on our differences? Diversity is a contribution to teamwork.”

“The deeper experience of change comes as we work in the context of a team.”

“What do we do when people come to us with their complaints and grievances: do we merely give them sympathy or do we ask the tough questions in love? What might we need to release in ourselves in order for us to help the other person ask themselves the tough questions?”

“What happens when things go wrong? Do we allow things to fester? What you are feeling does not matter. What does matter is that this person feels you have wronged him.”

“I feel inadequate at such a Consultation but I am here out of care for the world fellowship, as you have cared for us.” (A delegate from Africa)

“Vision without action is a dream
Action without vision simply passes the time
Vision with action can change the world.
..... Vision with action and the right structures can change the world.”

Ann Rignall with input from the drafting team, *Anne Hartnell*, *Omnia Marzouk*, *Marianne Spreng* and *Rosalind Weeks*, on behalf of the Consultation participants.

Nathalie Chavanne (France), Rob Corcoran (UK/USA), Amina Dikedi (Nigeria), Chris Evans (UK), Birgitta Grahm-Samnegård (Sweden), Karen Greisdorf (USA), Anne Hartnell (UK/Canada), Pieter Horn (South Africa), Niketu Iralu (India), Yeon-Yuk Jeong (Korea), Leena Khatri (India/Fiji), Andrew Lancaster (Australia), Claire Leggat (New Zealand/UK), Omnia Marzouk (Egypt/UK), John Mills (Australia), Lucienne Munono (Dem Rep of Congo), Thomas Ntambu (Congo/Switzerland), Edward Peters (UK), Luis Puig (Guatemala/Brazil), Ravindra Rao (India), Nicole Reckinger (Belgium/Luxembourg), Ann Rignall (UK), Dick Ruffin (USA), Jorulf Brøvig Silde (Norway), Marianne Spreng (Switzerland), Andrew Stallybrass (UK/Switzerland), Frieda Thaler (Italy), Nicole Thieke (Switzerland/Germany), Valerie Tikkanen (UK/Sweden), Rosalind Weeks (Ireland/Canada), Ginny Wigan (UK), Lotty Wolvekamp (The Netherlands).

With this letter you will find in the attachments the following documents:

- 1) Summary of international structures and their role.
- 2) Initiatives of Change – worldwide. International consultation, communications and decision-making. (Full document).
- 3) Table – Members of the International Council.

Caux, July 6, 2004.



Summary

The International Structures of Initiatives of Change (IofC)

(as approved by the July 2004 Consultation in Caux following the five-year review)

GLOBAL CONSULTATIONS

- main international forum for validating major proposals which affect the international team.
- held every two years, with regional, national or thematic consultations in between.
- representative of the diversity of the international fellowship.
- selects the International Council and reviews its activity.

INTERNATIONAL COUNCIL

- 7-10 people, each bringing particular qualities.
- four-year terms, extendable for two years.
- offers and encourages leadership.

ELDERS

- informal resource body for the International Council and world fellowship.
- available to help in sensitive situations, with a particular role in helping resolve conflicts which affect the *IofC* family.

INTERNATIONAL ASSOCIATION

- a federation of *IofC* national bodies.
- facilitates *IofC*'s relationship with international institutions.
- representative of *IofC*'s multi-faith character

International Council membership 2002-2008

Names in bold are those selected at the 2004 Consultation for new or extended terms

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Selected in South Africa (1999) to serve from 2000	Dick Ruffin	Dick Ruffin	Dick Ruffin			
Selected in Richmond (2001) to serve from 2001	Claire Leggat	Claire Leggat	Claire Leggat	Claire Leggat		
Selected in Richmond (2001) to serve from 2002	Joseph Karanja Leena Khatri John Williams	Joseph Karanja Leena Khatri John Williams	Joseph Karanja Leena Khatri	Joseph Karanja Leena Khatri		
Selected at Tirley Garth (2002) to serve from 2003		Ravindra Rao Niketu Iralu	Ravindra Rao Niketu Iralu	Ravindra Rao Niketu Iralu		
Selected at Tirley Garth (2002) to serve from 2004			Mike Brown	Mike Brown	Mike Brown	
Selected at 2004 Caux Consultation to serve from 2004			Chris Evans	Chris Evans	Chris Evans	Chris Evans
To be selected at 2006 Consultation to serve from October 2006					Candidates A, B, C, D, E etc.	Candidates A, B, C, D, E etc.
Total serving:	7	7	8	7	7-10	7-10

Notes:

1. Mike Brown was selected under the old three-year terms.
2. The next nomination and selection process will be for the 2006 Consultation.
3. The International Council have the option of co-opting people to help them in their task, as they did with Chris Evans prior to this Consultation.
4. John Williams is leaving the International Council as of 1st October 2004, for health reasons.
5. Reminder: International Council terms of service start and end on 1st October.



***Initiatives of Change* – worldwide**

International consultation, communication and decision-making

Finalized document approved at the 2004 Caux Consultation. *All changes in italics.*

GUIDING PRINCIPLES

- Our world team is united by:
 - The quality of our spiritual life, based on seeking divine direction and accepting absolute moral standards of honesty, purity, unselfishness and love;
 - A shared global vision *of a hate-free, fear-free, greed-free world, where the needs of the whole human family are met;*
 - Our commitment to changing society.
- All leadership offered within *Initiatives of Change (IofC)* will be ‘servant leadership’.
- Subsidiarity: decisions will be made at the nearest level appropriate to the events.

1. INITIATIVES OF CHANGE WORLDWIDE

Initiatives of Change is based on committed individuals and includes: local cells for friendship, sharing and teamwork; programmes and teams linked by common themes; national and regional consultations agreeing wider priorities; legal bodies; *the International Association.*

2. GLOBAL CONSULTATIONS

Held every two years, with space for regional or national meetings, or meetings on specific themes, in alternate years. The International Council has the option of convening further Consultations as needed.

The Global Consultations are the main international forum for discerning and validating proposals relating to IofC’s vision, mission and values. They provide cohesion and a visible reference point for leadership and decision-making.

Purpose

1. *The governance of IofC.*
2. *Common ideas and message.*
3. *Strategic decisions.*
4. *Building IofC’s fellowship.*
5. *Encouraging the growth of a wider sense of responsibility.*

Method

1. Participants are representative of the diversity of the *IofC* family;
2. Participants are commissioned by national or regional teams *and consult with their team before attending*;
3. *Participants are responsible to report back on Consultations and disseminate their recommendations and decisions*;
4. *National and local teams are responsible for a process of discussion, evaluation and implementation in each country. The International Council may facilitate where needed.*

(Further details in Appendix A)

3. INTERNATIONAL COUNCIL

- 7-10 people, each bringing particular gifts and talents;
- Each with a sense of calling to this service;
- *A majority of people fully available – some available part-time – all wholeheartedly committed.*

Terms of reference

To *offer and encourage* leadership and direction by:

1. Encouraging a shared global vision;
2. Nurturing the spiritual life of our world family, and fostering the development of people and teams;
3. Discerning needs and opportunities, developing strategies and establishing priorities in the international deployment of people and money, and *setting the themes and following through recommendations of the Consultations*;
4. *Articulating IofC's message and stimulating efforts to get it into the public domain.*

Accountability

- To the global Consultations;
- *To the world fellowship through written and verbal reports.*

The authority of the International Council will be based on the trust shown by *IofC's* world family and the endorsement given by the Global Consultation process.

Method

- Close and regular communications, with visits as possible, between the International Council and the worldwide team, including local teams and those responsible for *IofC's* initiatives;
- The World Bulletin, the Extranet and other communications methods;
- Co-opting appropriate people as needed to handle particular issues or situations.

Terms and selection

- *Generally four-year terms, extendable for two years, with a staggered change-over every two years*;
- *Selected every two years at the Global Consultations. (See Appendix B)*

Financed largely by contributions from national bodies, as well as by individual gifts.

Served by a **Secretariat** (See Appendix C)

Supported by the **Elders** – an informal ‘resource body’ for the world fellowship and the International Council. (See Appendix D)

4. THE ASSOCIATION OF INITIATIVES OF CHANGE – INTERNATIONAL

This Association was formally founded in April 2002, affiliating IofC and MRA societies worldwide. It is headquartered in Caux, Switzerland.

The purpose of the International Association is to:

- *Represent the universality and multi-faith character of the Movement, and safeguard its standards, values and basic ideas;*
- *Define and regulate the ownership and international use of the name ‘Initiatives of Change’ and the acronym ‘MRA’ and the name ‘Moral Re-Armament’;*
- *Provide a common point of reference for national societies to establish agreed standards and guidelines;*
- *Facilitate the global operations of the movement and its relationships with international institutions and organizations.*

For details of methods to achieve this purpose see Appendix E

Composition and Terms

The Association’s supreme authority is the General Assembly constituted by the Members of the Association. The Association is managed by an Executive Committee composed of 9 members, including the President, the Executive Vice-President and the Treasurer. The International Council elects 5 of its members to serve on the Committee for a period not to exceed their mandates with the International Council, one of whom serves as Executive Vice-President, another as Treasurer of the Association. The four remaining ones, including the President of the Association are elected by the General Assembly for a period of three years renewable. The Executive Committee will report on the activities of the Association to each Global Consultation.

Finances

The financial resources of the Association consist of: its own funds, voluntary contributions of members and associates, the annual dues and fees as determined by the General Assembly, any income earned by the Association and any gifts, legacies, grants or funding received by the Association.

APPENDICES

A. Global Consultations

A1. Purpose

- 1. Governance of IofC. The Consultations are vital to the good governance of IofC. They give legitimacy to global processes and decisions and form the body to which the International Council is responsible, with powers to amend its role, and select or remove Council members.*
- 2. Common ideas and message. They play an important role in developing and bringing into harmony IofC's ways of working and role in the world, and in forging a common expression of our aims. This is a complex process in which many other forums and forms of communications are also used.*
- 3. Strategic decisions. The Consultations can evaluate ideas or suggestions beyond the reach of any one IofC national body or team and their implications. If they are validated, they become priorities for IofC. The group which puts them forward knows it has IofC's backing and, by sharing in the decision-making, Consultation participants are better placed to extend ownership of proposals and include more people in their implementation. Proposals to Consultations should be well-developed beforehand by well-informed and committed groups. The Consultations may also evaluate and report on existing programmes and initiatives.*
- 4. Building IofC's fellowship. Consultations have a role in deepening relationships and building trust within the world family.*
- 5. Encouraging the growth of a wider sense of responsibility. Empowering individuals to take responsibility for our fellowship and the world.*

A2. Method

The International Council is responsible for setting the overall theme of the Consultation *and for establishing an Agenda Committee. The Agenda Committee needs to co-ordinate with national and local teams to promote discussions on the theme that include their input. Essential documents must be available in English, French, German and Spanish, and any other languages appropriate for the venue of the Consultation. Translation will be paid for by Consultation funds.* The current Preparation Team is responsible for suggesting the names of at least 2 of the next Team. These names will be presented to the forthcoming Consultation for confirmation. They will undertake the practical arrangements for the following Consultation, including the responsibility to ensure a balanced representation, and assist the International Council with the Consultation programme.

A3. Representation

The number of 35-40 participants should not be exceeded. *The Consultation should be broadly representative of IofC's global fellowship.*

Individuals can represent more than one country or come on behalf of a region. *Countries are expected to consult widely within their local teams and co-ordinate who will be available.*

There will be no strict seat allocation per area or continent.

Some will be expected to attend because of their contribution to the specific topic of the Consultation and some may need to attend on behalf of a particular named programme because of the topic under discussion.

The International Council will be well represented in order to ensure continuity. *An Elder should attend.*

The Preparation Team would be entrusted to ensure the final representation at the Consultation in the light of the above considerations.

B. Terms and selection of International Council

B1. Terms

Retiring members of the International Council are replaced every two years. After the initial two or four year period of service, a Council member may be re-nominated and selected for two further years.

B2. Selection process

This will take place every second year and will be handled by a Nominations Committee approved by the Global Consultation. Nominations for the International Council will be invited from around the world, and the names of those nominees who have a sense of calling, a readiness to be available if chosen and have discussed this with their national or regional team, will go forward for decisions at the next annual Global Consultation. *This Consultation will choose one group of new members to join the International Council in October of the same year.*

B3. Procedure for selection

Step one: The announcement

a) *The Committee will receive nominations at any time, but will call for them in January of the year preceding the Global Consultation (or twelve months before the Consultation) that will select members for the International Council. A clear announcement, easily identified amongst the other items, calling for nominations will be published in the World Bulletin. A first round of nominations should arrive with the Nominations Committee by June 30th. After review and consultations, the Nominations Committee will make a final call for further nominations in September. The closing date for all nominations is October 31st. This deadline cannot be extended.*

b) Individuals and teams are encouraged to send in not more than 5 names of nominees, from their own region or from outside.

c) Nominees will be considered if they have been nominated by 2 or more people.

d) The announcement will include a reminder of the current members of the International Council and of its mandate. *It will include a description of what the role involves and what skills are required.*

e) Those nominating should take into consideration the necessity for maturity and experience and the physical stamina of those they suggest. Normally nominees should be between the ages of 30-65.

Step two: The Nominations Committee contacts the nominees

a) Those who have 2 or more nominations will be contacted by the Nominations Committee.

b) Nominees will be contacted to find out what their own conviction is and whether they are available to serve.

c) Nominees will be reminded that before they confirm their availability, they must consult their local or regional teams.

d) Nominees are also reminded that they would need to ensure that their current responsibilities

- would be adequately taken up by others during their term if they were chosen to serve.
- e) If the nominees inquire who has nominated them, the Nomination Committee can tell them.
 - f) *The Nominations Committee can contact representatives of national teams on nominations, and can solicit further nominations from areas not well represented on the initial nominations list.*
 - g) Nominees who confirm their availability will provide a 2-page resume about themselves for the benefit of those attending the Consultation selection process.
 - h) Further information about the mandate, finances, mode of operating of the International Council will also be provided for the nominees on request.

Step three: The final shortlist

The final shortlist of nominees, with short biographies, will be sent to all the participants and made available via the Extranet and the World Bulletin at least four weeks before the Consultation for information, reflection and prayer.

The fuller resumes of the nominees will be distributed to the participants on arrival at the Consultation.

Step four: Selection phase at the Consultation

- a) Everyone at the Consultation will take part in the discussion except any nominees attending.
- b) Those closely related to a nominee may need to be absent at certain points in the discussion.
- c) After a first discussion of the nominees the Consultation participants will be asked to write down their provisional selection list for the International Council of that year. The results will form the basis of a further discussion in which orange and blue cards will be used to ensure that all concerns and reservations are heard. This will enable those present to continue discussion until a consensus agreement about each name is reached and the final list is chosen.

Participants will not be bound to their team's recommendations; the final decision will be taken in the light of the discussion and reflections at the Consultation and based on the needs and composition of the whole Council.

- e) The discussion and use of blue/orange cards will not replace adequate time of quiet reflection and prayer together until consensus is reached. No formal vote will be taken.
- f) Naturally all participants will keep all discussions concerning nominees confidential.

Nominations Committee

A Nominations Committee of 5-6 people will be responsible for the nominations process. Some of them should have participated in an earlier Consultation where selection has taken place.

No one will serve more than three times on the Committee. The group must be as representative as possible.

The convener of the Nominations Committee is confirmed by the Consultation, and participants can suggest names of the Committee for the following selection process.

C. Secretariat

This team will give practical support to the work of the International Council. They will handle communications, travel arrangements and financial accounting, and generally facilitate the

carrying out of the International Council's responsibilities.

The secretariat team will be chosen by the International Council after inviting suggestions from the *IofC* world community. They will work in full cooperation with and at the service of the International Council. Length of service will usually be from three to five years.

D. Panel of Elders

The panel of Elders will consist of about twelve individuals, with a wide background knowledge and understanding of and care for *IofC*'s world fellowship. Their names will be made known through our internal communications media.

They provide resources of wisdom and experience. They will work discreetly, usually not more than two or three on any particular subject. They will take action when asked to do so, either by the International Council or by a national body, or by individuals, *or when they themselves are aware of a need. They will work for healing and reconciliation within our fellowship and with others who have been involved.* They are independent of the International Council.

They can work and speak as individuals *or as a group*. They will maintain confidentiality on matters put before them, but will have the freedom to discuss with other Elders unless asked not to do so.

They will serve no longer than five years and not less than two. The group is responsible for co-opting new Elders.

E. The Association of Initiatives of Change – International

The Association seeks to achieve its purposes by

- (a) Affirming the universality and interfaith character of Initiatives of Change today, without prejudice to any articles of association of any existing National Society or Associate;*
- (b) Establishing clear standards for Members and Associates;*
- (c) Acting as the permanent body of liaison, coordination and study between Members and Associates and giving them assistance where appropriate;*
- (d) Encouraging and promoting in every country the establishment and development of an independent and duly recognized Member;*
- (e) Registering and protecting internationally the name and trademarks of 'Initiatives of Change', 'Moral Re-Armament' (or translations of these) and/or acronym 'MRA' and any future names and trademarks which the Association might wish to use;*
- (f) Granting and revoking licences to Members and Associates to use the name and trademarks of 'Initiatives of Change', 'Moral Re-Armament' (or translations of these) and/or acronym 'MRA';*
- (g) Strengthening the Movement's relationships with international institutions, especially the United Nations;*
- (h) Enhancing the Association's standing by causing the Association to be granted the status of an international non-governmental organization (NGO) and/or consultative status with the Economic and Social Council of the United Nations;*

- (i) *Managing funds that may be given, bequeathed or entrusted to the Association; and*
- (j) *Carrying out such other activities as the Association may legally pursue in support of its purpose.*

IN SUMMARY

The Global Consultations:

- *the main international forum for discerning and validating Initiatives of Change's vision, mission and values;*
- *selects and reviews International Council;*
- *appoints International Council Nominations Committee;*
- *appoints Preparation Team for next Consultation.*

International Council:

- *offers and encourages leadership;*
- *sets overall theme for Consultations;*
- *appoints the Agenda Committee;*
- *chooses Secretariat.*

Elders:

- *informal resource body for International Council and world fellowship.*

International Association:

- *affiliates IofC national societies;*
- *facilitates IofC's relationship with international institutions;*
- *represents IofC's multi-faith character.*

Annual schedule

<i>First quarter</i>	<i>Every two years, Global Consultation.</i>
<i>January</i>	<i>Every two years, call for nominations to the International Council.</i>
<i>July/August</i>	<i>Annual meeting of International Association.</i>
<i>1st October</i>	<i>Every two years, changeover of International Council members.</i>
<i>October 31</i>	<i>Every second year, deadline for suggested participants in next Consultation.</i>

The process will be reviewed again in 2014.

(From the Jamaica Consultation in 1998, as adopted at the South African Consultation in 1999, including appendices approved at the Panchgani Consultation in 2000, and now amended at the Consultation in Caux, July 2004. This document replaces all these previous documents and their attached appendices.)