



Initiatives of Change  
International



**THE  
INTERNATIONAL  
TRUSTBUILDING  
PROGRAM  
IMPACT REPORT  
2020 - 2021**

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



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## THOUGHTS FROM THE PROGRAM MANAGER

For the Trustbuilding Program (TBP), like everywhere else in the world, 2020/21 was a period of unexpected challenges. We have seen COVID-19 as an additional factor on top of several others that affect the dynamics of tension where the TBP works. The likelihood of shadow pandemics is a concern in which the pandemic will have further impacts on economic and social dynamics such as increased domestic violence and adding to the long-term grievances within communities. The work of IofC to build trust is clearly of critical importance – perhaps now more than before.

The TBP has risen to the challenges that emerged from COVID-19. We adapted our work digitally, pivoted our evaluation plan, pursued different types of funders, improved quality and expanded our program while responding to communities' needs. Social distancing created challenges for trustbuilding work which relies on people-to-people approaches. Rather than slowing down, a hybrid model was developed, and the teams sought ways to adapt. COVID-19 has changed the role of technology in our work for good. Before the pandemic, we didn't maximise technology, now we use innovative ways to reach our beneficiaries without contact to maintain the connections and inspiration.

The TBP builds on IofC's extraordinary record of trustbuilding achievements over generations whilst marshalling our resources and bringing together the best of our expertise to address global divides. The TBP is in line with the UN SDG 16: Peace, Justice and Strong Institutions. We address mistrust, conflict and divisions as their eradication is needed for sustained peace. Through addressing this goal, we play a part to the wider conflict prevention agenda.

The TBP is operating successfully; we have made progress in measuring the impact and value of the projects in their respective settings, our communications are reaching a growing audience with our mailing list increasing considerably, the teams are developing, and we are raising funds. The last 12 months have been focused on rolling out the TBP to Australia, Indonesia, Nepal and South Africa as well as supporting year one projects in Canada, France and Kenya to transition into their second year. Through the TBP, capacity building, accompaniment, and support is now given to seven teams.

I am proud to share with you our 2020/2021 Impact Report, which consolidates our results and projects of year two of the Trustbuilding Program. We look forward to continuing our work to bring trust and healing to divided communities around the world.

With deepest thanks to our principal partner, the Fetzer Institute, our project teams and committed volunteers for going above and beyond in making the TBP a success!



**Talia Smith**  
Trustbuilding Program Manager

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Front cover image @ 2021 TBP Indonesia. Current page image @ Nabin Pokhrel 2021 TBP Nepal



## OUR STORY

Together with our project teams we build and restore trust in divided communities.

At a time of increasing fragmentation, trust is diminishing around the world. Communities face racial and religious divides, inter-generational conflict, the rise of extremist attitudes, as well as social divisions and the legacy of war.

The Trustbuilding Program is the signature program of [Initiatives of Change International](#), a leading organization in trustbuilding.

**We have over 100 years of experience in trustbuilding and reconciliation in 44 countries around the world.**

The Trustbuilding Program started in June 2019 through a partnership with the Fetzer Institute. We inspire and equip people with the inner qualities, practices and skills

needed to build trust across deep divides, heal historical wounds, bring together diverse groups in honest conversation, and develop and sustain multi-sector networks working for social cohesion and equity.

Through the Trustbuilding Program, we focus our efforts on strengthening local teams in their trustbuilding work, by offering support in project development, training, evaluation, communication and fundraising.

Our goal is to develop and empower local lofC teams and communities to overcome divisions, and to build social cohesion and equitable communities based on the transformation of individuals.

“Showing compassion and understanding during this extraordinary time gives us an opportunity to remember each other’s faiths. We are all human, regardless of our faith. It has been a short time since I participated in the trustbuilding project, but I have already learned a lot.” — Sister Evelynne,

trustbuilding training participant Kenya

## HOW WE BUILD TRUST

The methodology and tools we use in The Trustbuilding Program support efforts to overcome racial, ethnic, class and religious divisions, and to build social cohesion and equitable communities. The Program illustrates critical components for real dialogue, trustbuilding and healing. Not pointing the finger of blame but extending the hand of friendship and bringing everyone to the table, even those with whom we most disagree.

By treating people as potential allies rather than enemies, we can focus on solving problems instead of blaming. The key to

healing is in provoking and sustaining honest conversation among ordinary citizens. The outcome of dialogue is not primarily understanding, though this is a necessary part of the process, to sustain trust there must also be committed action among all parties. Each of our seven projects are locally owned and designed depending on the specific context and need, with lofC International’s expertise, knowledge and methods translated into different circumstances and delivered on the ground where there are acute social divides.

## OUR CONCEPTUAL FRAMEWORK

### 1 START WITH YOURSELF

Initiatives of Change is based on the idea that the world changes for the better when we start the process of change with ourselves. Emphasis on personal responsibility breaks the cycle of denial, blame, and victimhood. Individuals become trustbuilders and creative changemakers by being willing to take a fearless look at their own attitudes and behavior. Trustbuilders, whether or not they subscribe to any specific faith, need a consistent set of values that are reflected in their personal lives and public actions.

### 2 ENGAGE EVERYONE IN HONEST CONVERSATION

Open and inclusive dialogue is at the heart of trustbuilding. In honest conversations, all stakeholders come to the table and remain engaged.

Identifying underlying issues and creating a safe space for formal or informal dialogue, where participants can listen deeply to others and ask themselves hard questions, is crucial in uniting divided communities. This deep dialogue moves individuals from simply an exchange of information to an experience of transformation.

### 3 ACKNOWLEDGE HISTORY

An essential part of the trustbuilding process is understanding the power of history and memory in shaping community narratives. Acknowledging historical wounds and honoring different stories are necessary steps in creating new shared narratives and building movements to address legacies of inequity.

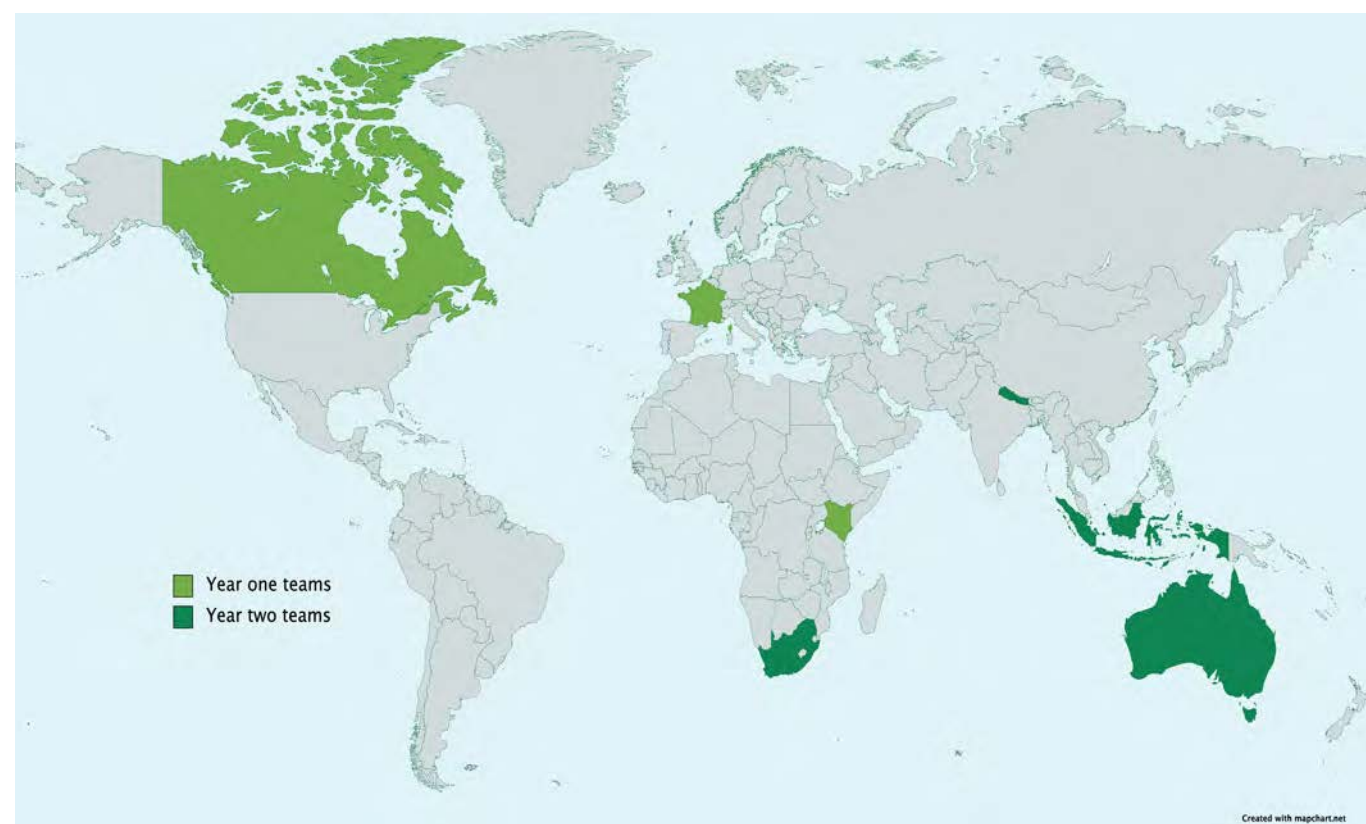
The ability to appreciate shared history and to view the story from the standpoint of the other side is a key to creating a new narrative.

### 4 BUILD A DIVERSE TEAM

A team working effectively for broad community change is constantly expanding its circle and building collaborative networks that transcend the usual boundaries of politics, class, ethnicity, and geography.

Diverse teams composed of representatives of all sectors create the most effective force for change. A team promoting trust must demonstrate authentic relationships in its daily life.

## WHERE WE WORK



The Trustbuilding Program is delivered in Australia, Canada, France, Indonesia, Kenya, Nepal and South Africa.

In [Australia](#) the truth-telling and truth-hearing project aims to build trust between non-Indigenous Australians and First Nations Peoples.

[Canada](#)'s project addresses discrimination and diminishes stresses over language, culture, religion, immigration, and treatment of First Nation people and immigrants in Quebec.

[France](#) is focused on building trust between youth and society, in particular between the police, teachers, and peers. It aims to respond to a great need in the suburbs of Paris.

In [Indonesia](#), the project aims to achieve social transformation by breaking the barriers of differences and building trust among people from different ethnicities and religions, focusing on young people.

[Kenya](#) addresses the divisions and mistrust between Christians and Muslims in Garissa and Mombasa.

The [Nepalese project](#) bridges the gaps that exist between Madheshi (dwellers of Southern belt bordering with India) and Pahadi communities (people from the hill region), which have existed for decades.

[South Africa's project](#) focuses on creating clusters of united and cohesive families in Cape Town and Johannesburg that acts as catalysts for rebuilding trust and broken structures in society.

Page 7 image @ Mike Muikia 2021 IofC Kenya

## TRUSTBUILDING PROGRAM HIGHLIGHTS

- Successfully operating in seven countries. In January 2022 three/ four more projects will join the Program.
- [Community of Learning & Practice](#) established that shares the Program's best practices, resources, and learnings with the IofC network. Eight events organized, benefiting 191 people. Some events we have held include, an Enquiry on Trust, Open Space on Trustbuilding and a Trustbuilding Taster.
- [Projects covered by newspapers, radio and television stations](#), in France, Kenya and Nepal.
- Some outcomes that are evident in certain communities where the Trustbuilding Program has worked are increased civil discourse, civic engagement and social capital (community well-being, strong connections, valued relationships, etc.)

**3,305**  
people reached  
directly

**\$175,469**  
in-kind contributions  
to date

over  
**5,000**  
volunteer hours  
contributes to this

**26**

teams have applied to  
be part of the  
Trustbuilding Program  
since its origin





## PERSONAL CHANGE STORIES HIGHLIGHTS

Trustbuilding typically cannot be measured through self-assessment. The best way to measure whether a trustbuilding initiative has been successful is through behaviour change. The following stories illustrate how participating in trustbuilding project impacted the participants.

**Joseph Vumiliya, IofC Canada's Regional Coordinator Quebec**

'The most important thing I have learned since being part of the Trustbuilding Program is that it is possible to tackle the topic of racism effectively. It all started with being honest with myself and with the people around me. I needed to find trust and courage in myself in order to speak up about racial discrimination. Other aspects of my journey also helped me to come to this point, like having conversations with black and other racialized people about racial issues, and educating myself through reading books and watching documentaries about the topic.'

Quote from [an interview with Joseph](#) about his work with the trustbuilding project in Canada.

**Mumbi Wambugu, National Coordinator IofC Kenya**

'The Trustbuilding Program has been a transformational journey for myself from the beginning. I wasn't aware of my own personal unconscious bias against people of different faiths than mine. During the project, it was the first time in my life I was able to host a Muslim in my house, and we were able to spend some quality time together.'

Quote from [an interview with Mumbi](#) about her work with the trustbuilding project in Kenya.

**Nabin Pokhrel, Communications Assistant Trustbuilding project Nepal**

'Some of my best memories come from the challenging moments that we have shared with the team; like how we struggled to attend meetings without proper internet connection, waking up at six in the morning and having to rush for a meeting, or skipping lunch for a program. I was out on this journey to discover the life of Madhesh, and in that process, I also discovered more of myself and gained a deeper connection with my inner self.'

Quote from [an interview with Nabin](#) about the outreach they did in Madhesh territory in Nepal.

Page 8 image @ AlexChilds 2021 TBP Australia

'The Trustbuilding Program has reignited IofC Australia's focus. Attending the international team's trainings has increased our skills and helped our team have a bigger picture of our work, which helped our vision for the project.'

— Australia trustbuilding team member



# AUSTRALIA

The Australian trustbuilding project seeks to address the wrongs of the past and the incomplete history of Australia. At the same time, it aims to promote greater understanding of current inequities and injustice.

“ I believe that we are approaching another moment of great potential to shape our nation within the next few years. The momentum is building. Millions of ordinary Australian want truth in our national life, to see justice done. — Mike Brown, TBP team member

The project is lofC Australia's way to respond to the Uluru Statement from the Heart, which urges to join 'in a movement towards fair and truthful relationships' with the people of Australia and a better future for our children based on justice and self-determination.

## A need for Trustbuilding

Some level of denial about Australia's true history amongst non-Indigenous Australians



Image @ Mike Brown 2021 TBP Australia

has existed ever since Captain James Cook claimed the continent for Britain in 1770, despite First Nations Peoples inhabiting the land for 60,000 years. As a result, generations of First Nations people suffered dispossession and brutal injustices, and denial of their basic human rights. The legacy of dispossession and harmful past policies, such as the removal of Indigenous children from their families, have contributed to Indigenous people being at a disadvantage in many areas. Indigenous Australians have the highest rate of incarceration in the world, and are imprisoned at a far higher rate than the Australian population at large. Despite efforts, large gaps still remain between Indigenous and non-Indigenous Australians in child mortality, life expectancy, school attendance, and educational achievement.

Uluru Statement from the Heart  
With the Uluru Statement, that was addressed to the people of Australia, not just to the government, First Nations



Image @ Eike Zeller 2021 TBP Australia



Image @ Jamer Cordiner 2021 TBP Australia

leaders were inviting all Australians to join 'in a movement towards fair and truthful relationships'. The lofC Australia trustbuilding team responded to this call by shaping a three -year program of 'truth-telling and truth -hearing' about the history of colonisation experienced by First Nations people and about the current realities of social and economic disadvantage that they face.

several events and gatherings. In South Australia, First Nations community leaders shared their Stolen Generation stories with non-Indigenous listeners; An lofC group in Queensland lend support to author John Danalis' Star of Taroom project, which is returning a stolen Aboriginal artefact to its rightful home; Creators of Peace in Sydney hosted a 5 June talk by Graeme Cordiner, a member of the Myall Creek National

345

people reached directly

54

potential partners reached

12

truth-telling and truth-hearing events held to date

1,095

Volunteer hours

The launch of the project took place on 19 March 2021 with a traditional smoking ceremony and several Indigenous and non-Indigenous speakers. The Keynote speech was held by Torres Strait Islander and rights campaigner Thomas Mayor on the Uluru Statement of the Heart.

Events for deeper understanding  
Since the launch the team has organized

Committee since 2003, on why the Myall Creek massacre of 1838 is foundational to Australia's national historical narrative, and an lofC team of 12 travelled 570 kms to join the annual ceremony at the Myall Creek Memorial; A national online event was held on the priorities emerging from the campaigns around National Sorry Day and the subsequent Apology.



# INDONESIA

Indonesia, the world's largest Muslim-majority country, is facing a wave of intolerance and divides among religions, ethnicities, and social economies.

“**Heal the Past, Hope for the Future** - The theme of the Launch event acknowledges that the future is breaking in on the present and calling us into healing processes and reflection, without allowing ourselves to get stuck in the past. Healing the past is about journeying towards peace, freedom, acceptance and happiness.” — Yofrina Octika Gultom, TBP Indonesia team member

Amongst these waves, there is violent extremism that threatens young men and women. Despite these threats, Indonesian democracy has made impressive progress, which needs to be maintained to their national election in 2024. This makes it a strategically relevant moment for [the trustbuilding team in Indonesia](#) to put time and energy into working with young people to strengthen the mission of living in unity in diversity and harmony.

## A need for Trustbuilding

An extreme form of intolerance is seen in

recent past terrorist attacks, like in Makassar, South Sulawesi province, on 28 March, 2021. However, it is not a new phenomenon in the country. Incidents involving Islamic radicalism have been witnessed before, as early as from the 1950's already. More recently there have been many sympathizers of ISIL (ISIS) amongst the young generation – who is most vulnerable for radicalization. Around 700 Indonesians have joined ISIS in Syria, some of whom have returned to Indonesia.

The focus of the trustbuilding project is in



Images on page 12 and 13 @ 2021 TBP Indonesia



the areas where IofC Indonesia has previously organized trustbuilding activities; in Jakarta, Bandung, Yogyakarta, Jayapura and Makasar. All participants of the previous trustbuilding camps are invited to join the team's trainings to become trustbuilders. The team has worked extensively with both Christians and Muslims in the past, and actively involves people of other faiths as well.

## A variety of activities

The [Indonesian trustbuilding project launched](#) with around 100 people joining either in-person or online. Among the speakers were some high-profile people,

“**The trustbuilding project has engaged the IofC network very well. We now bring our families to events and celebrate together. The energy is spreading, and it is so good.**”

— TBP Indonesia team member

199

people reached  
directly

like a former Indonesian ambassador to the United States and the daughter of the late 4th president of the Republic of Indonesia. As the project has to take place mainly online, the team set up a monthly online gathering: TrustBuilding Talk. Guest speakers are invited to talk about their trustbuilding initiatives and to share how

10

volunteers  
supporting  
the team

2

boardgames  
created

they create a culture of peace and tolerance. In order to bring people together in an informal setting, so that they can build trustful relationships by listening to other people's perspectives and stories, a card game was created. This first game is a card game, called [Friends for Life](#).

3

partnerships  
secured



# NEPAL

In Nepal there exists a gap between Madheshi and Pahadi communities that has existed for decades. The [Nepalese trustbuilding team](#) is looking to bridge that gap.

“I went on this journey to discover the life of Madhesh, but in that process, I found myself and had a better connection with my inner self.

— Nabin Pokhrel, Communications Assistant TBP Nepal



Images on pages 14 and 15 @ Nabin Pokhrel 2021 TBP Nepal

The aim of the project is to build a united Nepal, where each Nepali resident is treated equally and respectfully, regardless of their caste, language, ethnicity, gender, or geography.

## A need for Trustbuilding

The southern low-lying land of Nepal bordering India is called Terai or Madhesh, which differs geographically from other areas of Nepal that have hills and mountains. The difference in climate and resources has led to Madhesh developing a distinct culture and accounts for 20 out of 77 districts in Nepal.

Back when Nepal was not a unified country, before 1743 when unification officially began, people residing in Madhesh fought against the warriors of Hilly/Pahadi communities, known as Gurkhas, for the British.

It is believed that the British handed over the Madhesi and their territories to the Gurkhas in 1816. Hundred years after the handover of the territory, several movements started in the region, demanding Madhesh representation and recognition within the country. The

459

people reached  
directly

940

volunteer  
hours

6

partnerships  
secured

3

local newspapers  
covered the  
project launch

movement accelerated from 2006 onwards when Madhesi people were attacked violently during a peaceful protest against the interim institution for failing to address their concerns. The violent and indiscriminate attacks by the police raised concerns by human rights organizations in Nepal. These conflicts have led to a visceral mistrust between people of the different communities.

## On tour for deeper understanding

The Nepalese trustbuilding team spent a month [conducting outreach activities in key locations across the country](#), presenting their project to stakeholders and they launched their project in Janakpur in March 2021. A variety of partnerships have been established, such as with the Koshi Rural Municipality to set up a strategic partnership to build a more united community in the area, and another partner organization is with the Youth Development Center in Itahari, where a trustbuilding workshop was conducted with members of different local community groups and local politicians.

## Youth are the future

Youth play a key role in the trustbuilding project in Nepal, as evidenced by the collaborations with the Mahottari Network of Youth and the [Janasahayogi Youth Network](#), and the outreaches in colleges and schools, like at the [Nava Kshitiz College Outreach](#), [Sunshine Boarding School](#) and Saraswati Higher Secondary School in Itahari.

“I felt the warmth and care, realizing that, though we come from different regions, we are all Nepalese, and each individual is important for building a just and caring society.

— Durga Bhandari, IofC Nepal volunteer





# SOUTH AFRICA

The [South African trustbuilding project](#) aims to build clusters of united and cohesive families in Cape Town and Johannesburg that act as catalysts for rebuilding trust and broken structures in society.

“Before attending the Inner healing workshop, I had suicidal thoughts. The sessions were painful, however they helped me align my life plans and get inner healing. I got employed soon after my participation, I fixed the relationship with my children and talked about my anger. My home with my children has warmth now and I feel dignified as a mother to be able to provide and know my children are happy when I am happy.

— Participant of inner healing workshops

The current reality is generational transfer of present and past unhealed traumas, lack of parenting skills, broken families and a search for identity and belonging, among young people in particular. Thus, the focus of the trustbuilding project is on inner healing, and trustbuilding between parent/guardian and child, as a foundation for a healthier society.

## A need for Trustbuilding

The history of broken families stems from the apartheid era (pre-1994) and the migrant labour system that separated men from their families. This began in the early part of the 20th century and became institutionalized in the mining industry in particular, which was SA's largest industry by the middle of the 20th century, besides agriculture. This culture of dysfunctionality



Images on pages 16 and 17 @ 2021 TBP South Africa

has been aggravated by the absence of several generations of fathers in many families. This is especially in the black and coloured ethnic groups, leaving no role

“Since I was born, I never believed in myself, I never had self-confidence, but now I have and I can stand in front of everyone and express my feelings.

— Matome, Inner Healing workshop participant

models for young boys and girls, leading to inter-generational conflict. The team delivers dialogues, family workshops, mentoring, training of local facilitators and group therapeutic activities.

## Creators of Peace

The team held four Creators of Peace inner healing workshops, which are the preparatory phase for the trustbuilding work that will be built around family dialogues. The workshops are organized in an informal settlement in Pretoria, and have shown the power of holding a safe space for people to find the source of their own healing. Several

workshop participants have showed interest in bringing family members to these trustbuilding dialogues. These family dialogues will start in the last quarter of 2021. Similar workshops will take place in Cape Town as well.

95

people reached directly

195

volunteer hours

90%

of participants who experienced the inner healing process will recommend the project to family members



# CANADA

Canada's trustbuilding project's objective is to identify the underlying trust issues in Canada, particularly in Quebec. The trustbuilding project creates safe spaces for honest conversations for people from different groups who are willing to face the trust issues in Quebec society.

“I came into the training with a lot of ego. I consider myself a very radical person, as I am anti a lot of things. I was really hesitant at how deep this project would go, because a lot of these projects hit the surface and only teach the basics. However, I really found throughout the entire training, that it affected each of us differently and it met us where we were. I was surprised how we were all accommodated in this passionate project to build a better community. — A Trustbuilding Training participant

The team provides concrete tools and methodologies to address ignorance, build joint action through mutual understanding and through the understanding of historical and socio-political realities and experiences underlying our current society. The project is aimed at serving the community, and is meant to respond to the real needs of people. As the trustbuilding work in Canada is so

closely aligned to people's current needs, important events like George Floyd's death – that triggered another wave of the Black Lives Matter movement - and the death of the Indigenous woman Joyce Echaquan from the Atikamekw nation, who died in a hospital in Joliette, Quebec, without help and under racist insults of the medical staff, have had an important influence on the work of the team. The team reflected on how to



Images on pages 18 and 19 @ 2020 TBP Canada



approach difficult conversations that are often avoided when trust is lacking - conversations about racism and the colonial experiences of Indigenous people. Despite the clear issues of racism, the Quebec Government refuses to recognize systemic racism as an issue to be addressed.

The COVID-19 pandemic has also had an impact of the project in Canada. Since it hit Canada in March 2020, the team remained delivering activities online. The residential trustbuilding training weekend equivalent for the 2020 cohort was delivered online through five weekly 2.5-hour workshops on compassionate listening, presenting different tools and resources for dialogue. All participants stated that the group, themes discussed and engagement to work together, helped them in the pandemic context. All throughout the pandemic, the cohort has continued to meet online to further deepen their connections and their trustbuilding skills.

As a way of closing the trustbuilding training, the team organized a final

“Every week for the past month, lofC friends from across Canada have been greeting each other virtually with their support and fellowship. On the last English call, we were also pleased to welcome friends from abroad - as far as Syria & Australia. In times of physical distance, we are coming together, from near and far, to care for one another.

— TBP Canada team member

14

trustbuilders  
equipped to  
conduct  
trustbuilding  
work

35

collaborators,  
including  
12 partners

conference with 42 stakeholders of the trustbuilding project, where collectively they looked at the results, learnings, testimonials and next steps of the project. The core outcome of the trainings has been an increased presence of resources and an empowered network of trustbuilders in Quebec.



# FRANCE

There is a deep unease among the youth living in the suburbs of French cities. Most of these young people are born in families who have emigrated from other parts of the world and many from former French colonies.

“ I saw a shift in my classroom; now the students are listening to each other, there is more cohesion, they learn how to debate, and get to know each other. — Mrs. Bertrand, Teacher

Young people suffer from identity crises, school dropout and have a difficulty to see what their future will be like. They do not feel accepted and respected by the French society. The OUI ACT project brings a specific contribution to this challenge by building trust between young people and the society, specifically targeting the divides between young people are the police, local authorities and teachers.

Oui Act aims to reconcile young people with society through its core activity of delivering 13 workshops (one per week) in schools; it provides a rare opportunity for police,

business leaders and authorities to connect with marginalized youth in the suburbs of Paris. Since the pandemic, Oui Act was only operating in-person when schools were open. The last semester, the team worked in five new education institutions, reaching 550 young people in a single semester. At the end of every 13-week cycle the youth create a citizen project in their community, like collecting food for people in need, or washing cars to raise money for an animal shelter.



Images on pages 20 and 21 @ Maylis Guillou-Kérédan 2021 Oui Act

The team partnered with a sports club to use sport and dialogue as a means of integration, cultural acceptance and relationship building, for 60 youth in two districts of Paris. A Oui Act Club was established with the aim that the sports instructor will continue the work once the TBP team have delivered there. The team also started a new collaboration with young people and their parents, residents of Jean Macé neighborhood in Trappes, to create community projects. Trappes is a suburb known for gang violence and poverty, with a large Muslim population and a high number of people suspected to have left France to fight for Islamic State.

“ Oui Act knows how, through photos, videos, or the way they were speaking with us, to make us understand important things. They always explained very well and that was surprising to me, because not many organisations know how to do that.

— Student

38

citizen projects created by youth

14

education institution partners





# KENYA

The project addresses fear and challenges among communities and people from different faiths. They do this through dialogue, in order to build trust, promote unity in diversity and foster peaceful coexistence.

“The Trustbuilding Program has instilled in us historical knowledge about our area, Garissa, that most of us were never aware of. This has boosted our confidence in trustbuilding.” — Trustbuilding workshop participant

The project in Kenya addresses the areas of tension and mistrust within interfaith and inter-ethnic conflicts.

Kenya has witnessed multiple terror attacks and inter-ethnic clashes, especially in the coastal region of Mombasa and North Eastern region of Garissa where this project is targeting. This has not only created mistrust and tension but also hate, stigma and negative perception among communities

living together in the region. Despite running the project online for six months, the personal growth of participants was evident and the connections remained.

During these six months the team held virtual events, such as a story-sharing session and an interfaith dialogue for 16 youth from Garissa and Mombasa, a women circle and support group, and

501

people reached  
directly through  
26 events

15

lofC Kenya  
members trained to be  
trustbuilding facilitators

80

participants equipped  
with tools and skills to  
conduct TB work

interfaith dialogues - one being between Muslim and Christian clergies.

A Training of Trainers weekend was able to take place in-person, with a cohort of 18 people from both Garissa and Mombasa. An outreach activity was planting trees with 48 students and teachers from Garissa University. A total of 26 trees were planted in the designated 'Dialogue Garden'. The students committed to each take care of a tree.

A highlight was also the visit of Pastor James and Imam Ashafa. They joined an lofC Kenya team retreat and visited Garissa to conduct trustbuilding project follow-up

work through a workshop with clergy and dialogues with students from Garissa University. Lasting impacts have been made on the participants through the team's work. Several trustbuilding training participants are running their own trustbuilding activities now, such as running dialogues in their community. Another participant spoke about trustbuilding on the radio. Before their involvement with lofC participants rarely practiced quiet time. After practicing it in trustbuilding activities now more than half of the participants have made it a daily practice.

Image @ Mike Miukia 2021 TBP Kenya





# GAIN

**GAIN** is a live network of more than 1,000 IofC alumni in 109 countries. That includes changemakers from the Caux Scholars Program (CSP) Switzerland and Asia Plateau, the Community Trustbuilding Fellowship and the Narrative Change Collaborative. GAIN alumni work in communities around the globe, challenging power structures and hierarchies, while promoting equality and justice.

“The power of alumni lies in learning together, supporting each other, and from there gaining strength to show solidarity to our communities: think global, act locally.” — GAIN-CSP South Asian Regional Gathering

GAIN is also a platform for IofC alumni, giving them an online space where they feel empowered to talk about their work, and where they will find support. It's an incubator for changemakers in their journeys as leaders of social change. For some it is a chance to recreate some of the wonderful exercises they partook in, for others it's to participate in online webinars and discussion groups, chances for learning and career development, and networking opportunities.

A new generation of IofC fellowship and community leaders has been developed through IofC USA's GAIN (Global Alumni Initiative) program. Eight Alumni Ambassadors were appointed, who are reaching out to alumni in Africa, Asia, Australia/ Oceania, Europe, Middle East, North America and South America, with the purpose to respond to their needs and create a sustainable platform for alumni to be involved in. Several alumni have been integrated into the Trustbuilding Program as

trainers, evaluation support and speakers. GAIN has delivered online events for the alumni throughout the year, including fellowship gatherings and training courses; A week of dialogues with alumni working on grassroots issues in different countries and continents; provoking personal and [meaningful discussions in celebration of UN's International Peace Day](#); A class about restorative Justice was attended by 26 alumni from 19 different countries; Tools for dealing and healing trauma was an online class where 25 alumni from 18 countries participated; [The webinar series Historical Harms](#) I. & II. with Dr David Anderson Hooker brought over 80 participants from different IofC centers together and many continue to meet monthly. The course offered insights into the roles that narratives play and discover together some practical approaches to pursuit narrative transformation; A total of 8 career development webinars and a workshop were developed in partnership with PCDN with topics on how to interview for a job, how to write a resume, cover letter, how to negotiate salary; [“Women in leadership: Achieving an equal future in a COVID-19 world.”](#) The event paid homage to the tremendous efforts made by women and girls around the world in shaping a more equal future post Covid-19; GAIN-CSP South Asian Regional Gatherings take place once a month to discuss challenges that others face, to share joys and talk about how alumni support others in their communities. Other similar gatherings are taking place with different topics such as

**GAIN**  
GLOBAL ALUMNI INITIATIVE

2020 - 2021  
www.iofcgain.org

more than **1,000**

IofC alumni in

**109** countries

Initiatives of Change  
United States

## GAIN

Global Alumni Initiative Network

Needs Assessment Survey

We got in touch with our alumni of the Caux Scholars Program  
Here's a glimpse of what came up!



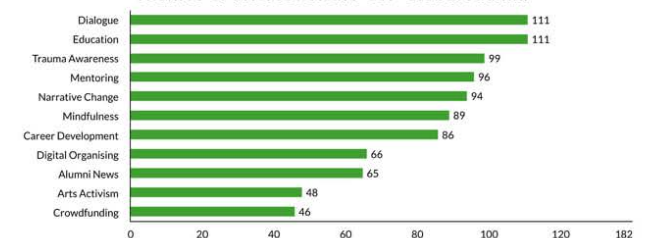
What would the alumni like GAIN to offer?



What can the alumni give to the Global Alumni Network?



Themes of interest of the CSP Global Alumni



alumni-led conversations also took place, on how to #StopPoliceBrutality, starting with the #EndSARS protests in Nigeria; IofC Youth Transformation and Leadership Program Training under the leadership of Charles Msilanga, CSP alumni from Kenya; GAIN participated in [the CCHN World Summit on Frontline Humanitarian Negotiation](#).



## KEY LEARNINGS FROM THE TRUSTBUILDING PROGRAM

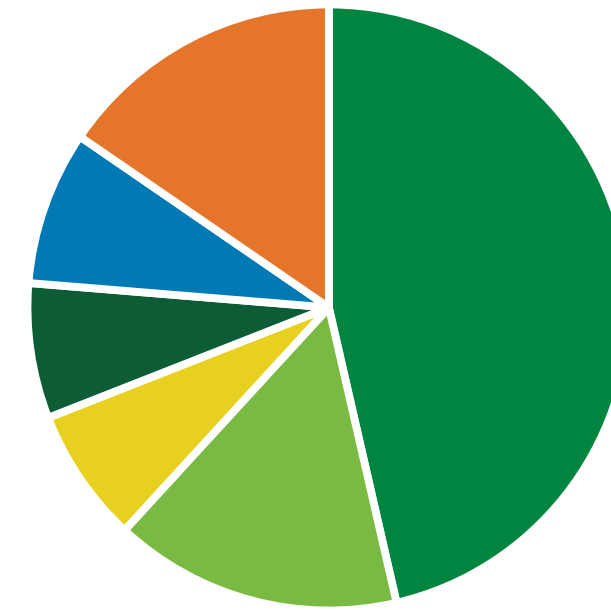
We continuously strive to improve the Program through our monitoring, evaluation and learning processes. We have been collecting our learnings since the beginning of the program, below are some of our key learnings from the last year of operation.



Image @ Nabin Pokhrel 2021 TBP Nepal

- Within the work of trustbuilding, it is essential to reduce the tension to manageable sizes so it can be adequately addressed.
- The first six months of project development is not pre-work, it is the work; it is building trust internally and externally.
- A critical mass of individuals and network in a geographical area is needed.
- Trust is not measured through individual assessment but rather trust occurs within a relationship, as a system together.
- It is not just about the numbers (quantitative data), it is the quality of behaviour change that emerges in people from the program (qualitative data).
- Internal teambuilding must be worked on early in the project; issues the team is trying to address within the community are often present within the team.
- Team members need to have done deep personal inner work to be able to effectively take on a trustbuilding project and hold the space for this level of interactions with community members.
- Facilitated conversations and experiential workshops were identified as most transformative by participants.
- To encourage sustainability, more than one year is needed to run a project.
- Developing fundraising takes time, a multifaceted strategy, a focused lead person and sufficient resources to develop and implement a fundraising strategy – at the program and project level.

## HOW OUR RESOURCES ARE ALLOCATED



- Project Rollout (four new countries)
- Planning (incl training)
- Communications
- Program Management
- Evaluation
- GAIN alumni network

The largest part of the Trustbuilding Program's budget goes for project rollout. This year we extended delivery of the Program [to four new countries](#) and we continue to provide funding support to [GAIN](#) (Global Alumni Initiative).

[We are fundraising](#) to meet our operational targets and are incredibly grateful for any support. Every gift, no matter the size, makes a difference.

## THANK YOU

Thank you to our partner, [the Fetzer Institute](#), for their continued support. We are proud to be part of Fetzer's strategy to create a global movement rooted in love.

And of course, thank YOU for your ongoing support, and to everyone who [donates!](#) All donations, big and small, make a difference.

The Trustbuilding Program team

Image on the back cover @ Mike Muikia 2021 TBP Kenya





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

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