



**Annual Report**  
**April 1 2012 – March 30 2013**

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### **1. Foreword**

This Annual report covers the period of April 5 2012- April 5 2013. During this period, an important milestone is that our application for charity status was accepted and we are now registered with the Charity Commission in the UK.

This report looks at our objectives and main programme activities in our three Programmes: Beyond Conflict; Europe Matters; and Facilitation and Training.

We want to thank everyone who has been involved with CFOR for your heartfelt support of our shared dreams, goals and work, whether as consultant or advisor, a speaker or participant at a forum, conference or training programme, a Partner or Associate organisation, colleague, Trustee, staff member, Volunteer, Placement student, family or friend!

We are interested in the role of awareness and consciousness in individual and collective change. We are aware we are adding just a drop and want to do our part. We like the story of when Bill Gates was at the beginning of his career, and at first he thought he should move on from his hobby to do more important things.... And then began to realise his hobby was something that could make a difference. He had a vision of a computer in every home, bringing access to information and communication. At CFOR we sometimes dream of an attitude in every home that

can facilitate our interactions together. We sometimes say 'A Facilitator at every table- from the negotiating to the kitchen table'.

As we review the last year and look forward, we reflect upon our purpose, and our wish to contribute something meaningful to the fields of conflict resolution and conflict prevention, with respect for human rights and diversity, and a belief in the potential wisdom and creativity inside all of us as individuals, organisations and whole societies, if a bit of awareness is added to the mix.

Arlene Audergon

## 2. Charity details

CFOR  
Force for Change

Company number: 6302212  
Registered Charity: 1148661

CFOR  
Old Hampstead Town Hall, 213 Haverstock Hill  
NW3 4QP London UK  
[www.cfor.info](http://www.cfor.info)

Trustees:  
Gina Clayton  
David Clarke  
Nick Totton  
Peer Stoop  
Jean-Claude Audergon  
Arlene Audergon

Company Secretary - Sharon Kennet

### **3. Objectives, overview of programmes and public benefit**

CFOR's purpose is to promote increased awareness of diversity, and to promote conflict resolution and conflict prevention, to ease suffering and increase social cohesion within and between communities, organisations and individuals.

We believe in the capacity of individuals, organisations and societies, to increase awareness that leads to resolving polarisations, preventing repeating cycles of violence and transforming complex societal issues.

Towards these purposes, CFOR's three programmes are: 'Beyond Conflict' which focuses on making a contribution to the arena of post-conflict recovery and preventing cycles of violence; 'Europe Matters' which focuses on facilitating dialogue among diverse communities, to process our violent history in Europe, and work together to create our future as multicultural societies; 'Facilitation and Training' which focuses on consulting and providing facilitation training within neighbourhoods, communities and local and international organisations, as well as CFOR's one-year training programme, 'Facilitation for Leaders'

Our activities include providing facilitation, providing consultation and training to individuals, organisations and communities. We also conduct research and write or use other media for publication.

CFOR has complied with our duty to regard the Charity Commission's guidance on public benefit. Activities in our 3 programmes provide benefit to those who attend the events, as well as the people that they go on to impact in their communities. For example an individual may attend a Forum in Croatia, with direct impact on her internal experience of relief from suffering from the war, and finding how her voice contributes to creating a different future in the region. She may also attend a training seminar, which provides her with skills, as she goes on to impact others within her own organisation, community, and indeed the future of the region.

### **4. Organisational structure, funding, sustainability and risk assessment**

CFOR completed the process of its application for charitable status, and was registered as a Charity in August 2012. It has been a company limited by guarantee since 2007.

CFOR's Trustees serve as advisors and elders. Trustees are selected because of their expertise, experience and wisdom, as well as affinity with CFOR's purpose.

They bring skills, knowledge and a connection to networks and resources in related fields, including human rights, law, advocacy for asylum seekers and refugees, diversity awareness and higher education, psychotherapy, and the link between psychology and social action.

CFOR's programmes have been directed and managed on a pro-bono basis by Arlene Audergon, co-founder. Arlene and Jean-Claude Audergon have provided facilitation expertise, as well as project development.

### **Funding and sustainability**

Over the years, we have received several grants from the European Union, EACEA, Europe for Citizens, and Grundtvig. These have been project grants which pay partially for event coordination and administration, facilitation and training, as well as costs for venue and participant travel. CFOR also receives fees for consultation services and training.

CFOR's partner organisation in Croatia is Udruga Mi, and our work there has been supported over the years by the United Nations High Commissioner for Refugees, governments including Denmark, The Netherlands, Norway and Belgium, the Millenium Fund and Spanish government; and the European Instrument for Democracy and Human Rights. In the early days of our work in the region, we also received support from the Open Society, and the Threshold Foundation.

At CFOR we have worked very hard to apply for project grants, and have received several. Like many small organisations, we struggle, however, with how to support the operational expenses of an organisation, including directing, coordinating, administration and fund-raising.

Operating on small project grants alone is unsustainable, and our goal is to find core funding for operational expenses, so that we can both maintain and develop our programmes. Operational expenses include salaries for Direction and administering the organisation, as well as overhead expenses such as rent, bookkeeping and accounts, and maintaining a website and social networking.

### **Risk Assessment**

Risk assessments are undertaken for individual events and projects, a part of project management. A general risk that has been discussed by the Trustees concerns the problem of securing sufficient funds to be able to achieve our objectives and fulfil our programme (as discussed above), as well as making full use of our Trustees' expertise and networks. A structure to better make use of these resources will be put in place. We also need to put a plan in place to select successor Trustees, should a Trustee need to step down.

## **5. ACTIVITIES**

### **5.1 BEYOND CONFLICT PROGRAMME**

The 'Beyond Conflict' programme focuses on making a contribution to the arena of post-conflict recovery and preventing cycles of violence.

During the year, in June 2012, we continued our programme of work in Croatia, involving post-conflict recovery and conflict prevention. We facilitated a forum with people living in the 'areas of special state concern', regions that had been devastated by war, and are struggling to recover and find pathways forward.

We worked directly with specific blocks and problems that individuals, organisations, and towns were facing. A process developed that focused on how essential it is that people do not underestimate the extent of persisting emotional and practical hardships and blocks to recovery that they are enduring, while also recognising and identifying with their extraordinary tenacity, and ability to endure, cooperate and find ways forward to build their communities. A sense of pride emerged among people who have lived through impossible situations, and are still working and believing in their future. It was also moving for us to hear how the work we are contributing is deeply valued in this process.

#### **Meetings in Vukovar**

We then travelled to Vukovar, Croatia, together with our Partners Udruga Mi, and our colleagues from Europe House, Vukovar.

We had been meeting together over the phone for several months, developing a project together. A small grant from Grundtvig Learning Partnership programme helped us take the trip to Vukovar, to take the first steps in designing the project more thoroughly.

The idea is to create a pan-European project, with special events to take place in Vukovar.

The goal is to support Vukovar dealing with its internal issues, as serious polarisations remain, while also recognising the unique experiences and perspective that Vukovar can uniquely share with others, by hosting a European conference, oriented to dialogue, and dealing with issues of polarisation, human rights, post-conflict recovery, and building a different future together in Europe.

In order to begin planning, we needed to meet in Vukovar with various groups. We held meetings with the Mayors office in Vukovar and the County office in Vinkovci, to propose the idea, and to ask for their feedback and formal support. The meetings were very useful, and we received clear support.

We also held a meeting with representatives from various local NGOs to discuss the project and get their input and concerns. This was an important discussion. A strong interest in the project was expressed, and appreciation for our bottom-line, which is that this project contributes to the local community, and is not an isolated additional event imposed upon the region. The still very volatile issues between Serbs and Croats, along with the needs of other minority groups in Vukovar, need thorough support and facilitation.

We learned that several methods have been tried in Vukovar to cope with the volatile and exhausting nature of the long-term conflict. We learned that our work in the region is highly respected, as a number of people, including several mayors and respected people in the region have attended our forums over the years. We also discussed the realistic fears about how to work carefully with the volatile issues that will arise in a forum in Vukovar. Funding is needed to develop this project in a way that recognises it cannot be a one-off event. Our next step is to look for this funding.

During the year, we explored various funding opportunities, together with our partners Udruga Mi, and Europe House, Vukovar, and other Associate organisations in Europe. We have not yet found funding, and so have postponed the project accordingly. We are still actively seeking solutions with our partners, Udruga Mi and Europe House.

The region has experienced renewed violence this year, and the project is still very much alive and on our hearts.

### **Visit to Ovcara**

During our time in Vukovar we visited Ovcara. After the siege of Vukovar, more than 200 people were taken from the Vukovar hospital to a warehouse in the countryside and executed in a nearby field. The memorial is deeply moving. We also witnessed here the persisting volatility, particularly expressed by Croat war veterans who spoke with us, which underscored the need for facilitated dialogue among subgroups and between groups in the region.

## **5.2 EUROPE MATTERS PROGRAMME**

The Europe Matters programme supports us to grapple with how our history shapes our current interactions in Europe, and to support awareness, responsibility, leadership and building relationships to build a different future.

Our Europe Matters programme built upon our previous 'Social Inclusion in Action' programme. CFOR coordinated and facilitated Europe matters conferences, supported by EU grants (Grundtvig and Europe for Citizens) in 2007 and 2009, with participants from more than 25 countries.

The project this year included preparation, delivery, and evaluation, of a 6-day event called Europe Matters – You Matter, held in London, in May 2012.

A very diverse group of 30 participants living in 15 countries in Europe came together for a five day forum and training workshop in London, to support facilitated dialogue on issues of diversity and identity, including issues of human rights, community development and relationships between cultures and countries. We had interactions around dynamics of discrimination, racism, discrimination towards Roma in Europe, rights in respect to sexual orientation, issues facing post-Soviet societies, and our relationships between east-west, north and south in Europe, and attitudes towards Muslims in Europe. We had dynamic facilitated large group interactions, as well as small groups, including fishbowl style (facilitated small group in the middle) and panel discussions.

The workshop included training in the principles and practice of facilitating dialogue in order to address and transform tensions and conflict that exist between us, in order to support awareness of our diversity and to build our shared future as thriving multicultural societies. Our methods stem from the application of Process Work to facilitate conflict transformation and community building.

Participants gained insight into a wide range of diversity issues as well as experiences and skills to facilitate dialogue in their communities. Participants also gained an increased awareness of how each of us contributes to the polarisations and tensions we meet in community, and how we each can contribute to making a difference. In written and verbal feedback, participants spoke about how the insights gained brought new outlook, energy and plans for their future.



There was an enormous interest in this project, with more than 450 people contacting us. It was very difficult to have to turn away many people, due to the nature of the grant, which required that we keep the group small. Whereas we may have earlier felt it was hard to activate interest in this topic, we learned that there is a huge interest, among people wanting opportunity to interact around issues of identity, diversity, to find ways to contribute to thriving multicultural societies that celebrate diversity. We also learned that even groups that self-select on such an intensive, have a tremendous need for the most basic education around diversity issues and opportunities to really interact and learn.

### **5.3 FACILITATION AND TRAINING PROGRAMME**

#### *Lectures:*

Jean-Claude and Arlene gave a keynote presentation about their work with CFOR entitled 'Hot spots in the world and process oriented conflict resolution' for the International Association of Process Oriented Psychology Conference in Zurich, April 28-30 2012.

#### *Consultation and Facilitation:*

CFOR provided facilitation training for the international Staff Welfare team, of the UNHCR United Nations High Commissioner for Refugees. We have worked with them over the past few years. The Staff Welfare team is responsible for staff welfare in UNHCR operations globally. The team is spread across the globe and came together in October for a three- day training. Our focus was both on the Staff Welfare Team's own teamwork development, as well as Conflict facilitation training and case study on how to enhance their work in the field.

#### *Facilitation for Leaders:*

We did not run the Facilitation for Leaders course during this period, but studied how we would like to continue this course, to maximise our contribution. We reviewed the feedback we received for the course, and the areas people are applying their learning. We looked into the possibility of associating with existing programmes in Conflict Resolution and Peace Studies. We also are looking into developing a fellowship programme, to be able to actively seek people who could most benefit from the training, in fulfilling their dreams and community work.

### **5.4 Other Activities**

Arlene went to Washington DC to a special event at the State Department.

“This was a personal trip, accompanying my father, but relevant to CFOR's work. My father had been one of the passengers on the St. Louis ship. The Deputy Secretary of the State apologised on behalf of the United States for having denied the passengers of the St Louis entry to the United States. The story is this: The passengers were 937 Jewish Refugees fleeing Germany in May 1939. They all had visas to Cuba, as well as numbers to eventually be accepted as immigrants in the USA. When the ship arrived, Cuba denied their entry. In desperation, the ship was harboured outside the Florida coast. Appeals to the United States were refused. There were suicides, terror and anguish to be sent back to Germany. Last minute, Holland, Belgium, France and the UK agreed to divide the refugees. Shortly thereafter the Nazis invaded, Belgium, France and Holland, which meant many passengers ended up in camps and many were killed. My father 17, at the time, went to Belgium, and then to camps in St. Cyprien, Gurs, and Les Milles, eventually reaching the USA. The Programme in Washington DC included a theatrical piece, a trial of Roosevelt. The trial looked at how Roosevelt had denied the passengers entry, knowing they were in danger, for the sake of popular support, and conforming to the political climate of anti-Semitism, and fears that immigrants would add to economic hardship.

This story is not only relevant today, but continues today. The same reasons used to refuse passengers on the St Louis, including xenophobia and economic hardship, are current reasons for the toughening of immigration policies worldwide. Immigration policies are increasingly synonymous with how to keep people out, vs creating policy based on protection and support for sustainability of community.

Especially important to me, was being together with my father at the State Department, witnessing this apology, piecing together my own family story and how it impacts upon my current commitment to our future in Europe and globally.”

## **6. Support staff and placement students at CFOR**

### **Event coordinator**

Roza Nermany worked as an Event Coordinator for CFOR for the Europe matters – You Matter project. She did a wonderful job with all stages of planning, delivering and evaluating this project. We very much enjoyed working with her at CFOR.

### **Interns and Placement Students**

Gemma Brierly did a short Placement with CFOR, helping with administration, and on the ground volunteer support during the Europe Matters – You Matter event.

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Tim Spalding came to CFOR as part of the Grundtvig Assistantship programme in Ireland. His background is in conflict resolution and Process Work, and he worked with CFOR between September 2011 and August 2012. He helped to do research and development for a programme for Alternative Dispute Resolution.

Sarah Van Vooren did a Placement with CFOR, in the first half of 2013, through Trinity College Peace Studies Programme. Her Internship focused primarily on research for our post-conflict programme.

We see that it is part of our responsibility to provide learning opportunities for Placement Students. We also benefit from their contribution. Although CFOR is small, and we are at times concerned that the experiences we can offer are limited, students have given us feedback that it is a very important experience for them to be part of a small organisation as ours, committed to the underlying psychological emotional and relational dynamics that are necessary for sustainable change. We intend to continue cooperation with Trinity College, to work with their Students, in 2014

### **Bookkeeping and Accounts**

Jackie Butler does our bookkeeping, and Harley Jackson, who specialises in work with charities, does our annual accounts.

### **Future plans**

Additional projects for 2013-2014 include:

- Working with a large housing cooperative in London, facilitating individuals, committee meetings, small group housing meetings, and large group cooperative meetings, to resolve conflict and develop clarity about the vision for the cooperative in a London neighbourhood.
- Bringing awareness of issues of diversity, conflict facilitation, and the role of awareness in individual and collective change to various fields including:
  - Law (Presentations within law firm)
  - University programmes / Academic training in peace studies and international development

We are also aiming to develop CFOR's voice, in respect to the link between personal development and social action – or the potential for awareness and consciousness to influence individual and collective change.

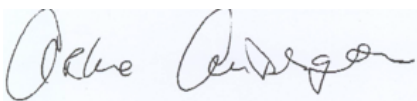
## 7. Financial Overview and Accounts

The income and turnover is low during the financial year, due to having fewer funded projects.

As mentioned, we did not conduct the Facilitation for Leaders, modular training this year which had brought in fees to CFOR in previous years.

The Grundtvig preparatory grant was a small grant to support our development of the Europe matters project with partners in Vukovar. Our Grundtvig Workshop grant for the 'Europe Matters- You Matter' event was partially accounted for in the previous financial year.

CFOR is in need of fund raising, both for projects and core funding, in order to continue and develop our three programmes. We are continuing to look into EU funds with our partner organisations, including larger grants in which we would apply as a co-applicant. We are also looking into the possibility of support from the Open Society, which is very much aligned to our purpose. As CFOR is now a charity, we are also able to pursue support from private foundations and private donors, which we are in the process of researching.



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