



The Elders



Supporting
courage
where there
is fear

ANNUAL REPORT 2014

“The Elders can speak freely and boldly, working both publicly and behind the scenes. They will support courage where there is fear, foster agreement where there is conflict and inspire hope where there is despair.”

Nelson Mandela, 2007

The Elders are a group of independent leaders, brought together by Nelson Mandela in 2007, who use their collective experience and influence for peace, justice and human rights worldwide.

The Elders:

Kofi Annan, Chair

Jimmy Carter

Gro Harlem Brundtland, Deputy Chair

Hina Jilani

Martti Ahtisaari

Graça Machel

Ela Bhatt

Mary Robinson

Lakhdar Brahimi

Ernesto Zedillo

Fernando Henrique Cardoso

Desmond Tutu, Honorary Elder

For biographies of the individual Elders, blogs, photos, videos and more information about their work please go to www.theElders.org.

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Today, more than ever, we
need far-sighted leaders
who can see beyond their
national boundaries.

Kofi Annan



LETTER FROM THE CHAIR

Letter from the Chair

Reflecting on the events of 2014 as the year drew to a close – and particularly the lack of progress on many of the most pressing crises – it occurred to me that at times our world seems almost paralysed by fear.

When Nelson Mandela founded our group in 2007, he urged us to “*support courage where there is fear*”. That is what my fellow Elders and I have been attempting to do during 2014.

We confront fear in different forms. There are those for whom fear is a daily reality – people who face the constant threat of violence, disease or hunger.

But there are also fears that are less grounded in fact – fear of change, fear of the unknown, fear of ‘the other’, often irrational, these fears can lead us to retreat behind barricades and turn our backs on those in need.

And then there are the fears we all too often see in our political leaders – the fear of losing face, of losing popularity, of losing power. These concerns may seem trivial, but when our leaders are in the grip of such fears, the prospects for our world are dire indeed.

All too frequently, leaders will concern themselves with matters that are closest at hand, while the most serious issues are often more distant – geographically or in time. As Madiba reminded us, we are a global village; a seemingly faraway conflict can come back with a vengeance to haunt us all.

Today, more than ever, we need far-sighted leaders who can see beyond their national boundaries and beyond the next election.

Part of our role is to support and encourage today’s leaders to take the courageous decisions the world desperately needs – and tomorrow’s leaders to demand that those in charge today do the right thing.

During 2014, we travelled to Iran and Myanmar to offer whatever help we could as these countries’ leaders take the often precarious path towards reform, greater openness, and ultimately, a more peaceful existence.

We continued to support efforts to secure an equitable solution to the Israeli-Palestinian conflict – a classic example of how fear can frustrate all efforts to secure lasting peace.

We spoke out about the need for governments to provide greater protection for women and girls, and take a stand against the violence, discrimination and oppression they suffer in many societies.

Conscious that 2015 would be a crucial year in the battle to avert a climate change catastrophe, we called on world leaders to work together to secure a bold new binding agreement to cap carbon emissions. And we used every opportunity, from Paris to New York and even in Hawaii, to galvanise and reinforce popular support for effective action on climate change.

Throughout the year, The Elders continued to champion good governance and ethical leadership, and particularly to try to instil these values in the young people who will be tomorrow’s leaders.

Looking back at 2014, I hope The Elders have made a small contribution towards making our world a more peaceful, healthy and equitable place in which to live.

As Elders, we do what we can to encourage, support and hold our leaders to account, but it is the power of ordinary citizens – especially young people – to catalyse positive change and support courageous, compassionate leadership that will make the greatest difference.

A handwritten signature in black ink, appearing to read 'K. Annan'.

Kofi Annan
Chair

As our work goes on in 2015, we see our task as working towards a fairer world, in which development is for all and is sustainable.

Lesley-Anne Knight



FOREWORD FROM THE CEO

Many of the issues The Elders confronted in 2014 highlighted the inescapable fact that we live in a world blighted by inequality.

We have seen military might resulting in thousands of civilian deaths; we have seen gender inequality resulting in women and girls being subjected to violence, discrimination and exploitation; we have seen ethnic minorities persecuted and denied their rights; we have seen the world's poorest people suffer the worst effects of climate change; and we have seen the populations of African countries decimated by diseases that would never have been allowed to gain a hold in the richer countries of the North.

The Elders have spoken out on these issues, and used their influence to bring about change through quiet diplomacy – and they continue to do so.

As our work goes on in 2015, we see our task as working towards a fairer world, in which development is for all and is sustainable. It is not just about growth; it is about equity.

We have 7.2 billion people in the world and a gross world output of about US\$90 trillion, but there is huge inequality of income and wealth, and power.

The Elders want our leaders to take bold decisions, for the common good of the people and the planet we inhabit.

Global leaders have two key opportunities in 2015 to change the course of history:

In September, a new set of Sustainable Development Goals will hopefully be approved by world leaders at the United Nations. If the draft goals are approved, member states will commit to: ending poverty in all its forms everywhere; achieving gender equality and empowering women and girls; taking urgent action to combat climate change and its impacts; reducing inequality within and among countries. Also included in the draft proposals are a range of other goals aimed at making the world safer, healthier, better educated and more productive.

Secondly, in December in Paris, world leaders will gather to discuss a new international agreement on climate change that must set binding limits on carbon emissions if the world is to avoid a climate catastrophe.

The Elders will do everything within their power during 2015 to ensure that these opportunities are not squandered.

2015 also marks the 70th anniversary of the United Nations, whose stated intention is to “save succeeding generations from the scourge of war”, as The Elders join in celebrating this milestone in the history of the UN, they will be all too conscious of the fact that we are still far from achieving its primary goal. Far too often we have seen how entrenched divisions in the UN Security Council and a lack of courage by its members to rise to the demands of the atrocities committed have prevented effective action.

There is clearly much work still to be done, and The Elders stand ready to do whatever they can to speed the pace of change towards a more peaceful, fairer world.

Lesley-Anne Knight
Chief Executive Officer





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GOAL 1
A JUST AND INCLUSIVE GLOBAL COMMUNITY
INSPIRING ETHICAL LEADERSHIP AND SOUND GLOBAL GOVERNANCE

GOAL 2
FREEDOM FROM FEAR
BUILDING PEACE AND TACKLING THE ROOT CAUSES OF CONFLICT

GOAL 3
FREEDOM FROM WANT
ERADICATING POVERTY AND PROMOTING SUSTAINABLE DEVELOPMENT

THE ELDERS' STRATEGIC FRAMEWORK

THE ELDERS VISION AND MISSION

The Elders vision is of a world where people live in peace, conscious of their common humanity and their shared responsibilities for each other, for the planet and for future generations. We see a world in which there is universal respect for human rights; in which poverty has been eliminated; in which people are free from fear and oppression and are able to fulfil their true potential.

The Elders use their independence, collective experience and influence to work for peace, poverty eradication, a sustainable planet, justice and human rights worldwide. Working both publicly and through private diplomacy, they engage with global leaders and civil society at all levels to resolve conflict and address its root causes, to challenge injustice, and to promote ethical leadership and good governance.

SETTING OUR FOCUS

The Elders have adopted three key goals with supporting strategies that form a framework for the charity's activities from 2014 through to 2017. The three core goals are underpinned by detailed strategies, including long term objectives which are incorporated into an annual Operating Plan. The three goals are as follows:

Goal 1: A just and inclusive global community Inspiring ethical leadership and sound global governance

The Elders will encourage the highest standards of integrity among leaders of all kinds, and promote the development of new approaches to global governance for the benefit of all humanity and future generations.

Goal 2: Freedom from fear Building peace and tackling the root causes of conflict

The Elders will use their influence and experience to help resolve and prevent conflicts, and to build enduring peace.

Goal 3: Freedom from want Eradicating poverty and promoting sustainable development

The Elders will advocate for a more equitable world – a world free from extreme poverty and one that will continue to support future generations.

Together, these goals provide a concrete expression of the values that inspire us. They serve as our roadmap as we continue our journey towards the achievement of our vision of a world free from war and poverty.

We already know that when women enjoy equality with men, societies are more productive economically, more inclusive, and more stable.

Gro Harlem Brundtland

THE ELDERS IN 2014: A YEAR IN QUOTES

JANUARY

“Climate change is the biggest challenge of our time. It threatens the well-being of hundreds of millions of people today and many billions more in the future. It undermines the human rights to food, water, health and shelter — causes for which we, as Elders, have fought all our lives.” – **Kofi Annan**, writing in the *Washington Post* about the dangers of climate change.

“As 2014 begins, the world needs clearer lines of responsibility for averting further tragedies. As an international community, we owe migrants and refugees greater compassion.” – **Kofi Annan**, on the increasing number of deaths of migrants fleeing conflict.

“This is an exciting development in the world today. Efforts must be sustained so that a final agreement can be signed by all parties. If the world fails in this, it will not only be the Iranian people who suffer, the stability of the region will suffer as well.” – **Martti Ahtisaari**, on a visit to Tehran speaking about the interim nuclear agreement.

FEBRUARY

“I think we get energised by the idealism of many young people, their wish for better leadership in our world.” – **Mary Robinson**, in an interview with *ChūōKōron*, a Japanese literary magazine.

MARCH

“I think deep down we males feel threatened by women, by their ability and we then do everything we can to keep them under.” – **Desmond Tutu**, during The Elders International Women’s Day Twitter Q+A.

APRIL

“We need wisdom, both wise men and women, now on all sides; common wisdom in society. We have seen very wise individuals as we have been talking to them. It is our task to help them and try to encourage them and recognise that at the same time, it is not a very smooth route. To overcome the mistrust, it takes time.” – **Martti Ahtisaari**, speaking to *The Irrawaddy* on future steps for a peaceful Myanmar.

“The decision by the Palestinians to exercise their right to join international organisations should not be seen as a blow to the peace talks. I hope that, on the contrary, it will help to redress the power imbalance between Israelis and Palestinians.” – **Jimmy Carter**, welcoming Palestinian President Mahmoud Abbas signing the Geneva Conventions.

“If any human being now, particularly your age, wants to adopt an issue that is challenging and unpredictable, exciting, adventurous and gratifying, and will stretch our hearts and minds and capabilities to the utmost, this is it.... Lets change the world for the better!” – **Jimmy Carter**, speaking to students about climate change in Paris.

MAY

“I’m sure that the crisis will end. The question is only this: everybody who has responsibility and an influence in the situation has to remember that the question is how many more dead? How much more destruction is there going to be before Syria becomes again the Syria we have known.” – **Lakhdar Brahimi**, on stepping down as United Nations-Arab League Joint Special Representative for Syria.

“More than ever we are today aware that we all live in one world, confronted with the same set of global problems: terrorism, nuclear proliferation, weapons of mass destruction, climate change, epidemics, displaced people, systematic violations of human rights. These transnational threats force us to develop an original point of view of humanity on how to deal with these issues that affect us all.” – **Fernando Henrique Cardoso**, accepting an Honorary Doctorate from Tel Aviv University.

JUNE

“We already know that when women enjoy equality with men, societies are more productive economically, more inclusive, and more stable. Above all, equality for women is a basic human right. Change is happening much too slowly.” – **Gro Harlem Brundtland**, on increasing women’s representation and gender equality at the top level.



JULY

“Ethical leaders are those who understand what is relevant to the peoples’ needs, are able to take decisions regardless of what the consequences might be and then be clever enough to make sure that the consequences are addressed and have good strategies to address the consequences.” – **Hina Jilani**, on the qualities of Ethical Leadership.

AUGUST

“The international community’s initial goal should be the full restoration of the free movement of people and goods to and from Gaza through Israel, Egypt and the sea.” – **Jimmy Carter** and **Mary Robinson**, writing in Foreign Policy following the war in Gaza.

“When we say one billion are being affected by climate change, we need to remember that these billions are not numbers; they are people who have a face and an aspiration. It is to shift from statistics to people. The Elders need to remind people of this.” – **Graça Machel**, speaking about The Elders role in tackling climate change.

“Do something! We all have a role to play – whether small or large. Think about how you want to make a difference. What do you want to contribute? We all are born to make some kind of contribution and through this we will grow ourselves.” – **Gro Harlem Brundtland**, speaking to Hawaii’s *MidWeek* newspaper.

SEPTEMBER

“I have the impression that there is a huge mismatch between the magnitude of the challenge and the response that we heard here today...the obligation in my view is to step up the ambition.” – **Graça Machel**, speaking at the closing session of the Climate Summit at the United Nations, New York.

“I think that it is extraordinarily important that we have this march... it is time that people mobilise all over the world because we are not on course for a safe world. We have to change course in order to stay below two degrees Celsius.” – **Mary Robinson**, speaking at the Peoples Climate March, New York.

“Climate change is one of the greatest, if not the greatest threat to have ever faced our planet. If we do not act, we will lose the race against climate change. There is no more time to waste. We need action now. Not tomorrow.” – **Gro Harlem Brundtland**, speaking at the C40 City Climate Leadership Awards, New York.

OCTOBER

“You can begin to let the politicians know that they need to pick up the political agenda. They are going to Paris and need to come back with an agreement. Don’t let them take away your future!” – **Kofi Annan**, speaking to young people about climate change at One Young World, Dublin.

“Women’s participation and representation in society, at all levels, is crucial to bringing peace and prosperity in the world.” – **Ela Bhatt**, on why standing up for women’s rights is important.

NOVEMBER

“Women are building peace. Look, the minute conflict starts, women’s lives don’t stop, and their everyday functions don’t stop. After the conflict has stopped it is these functions that bring normality to the community, and I think that is the first step in building peace.” – **Hina Jilani**, speaking at The Elders’ “Where are the Women” event at The Carter Center, Atlanta.

Women make good use of their loans to build up their family, society and also mother earth... financial services to women, particularly poor women, are very significant towards strong nation building.” – **Ela Bhatt**, on the importance of women in peacebuilding.

“The long-suffering Iranian people and business sector deserve the relief from sanctions that a comprehensive agreement should bring. The sanctions have hurt ordinary people without damaging the interests of those who hold power.” – **Ernesto Zedillo**, on the approaching deadline of the Iran nuclear talks.

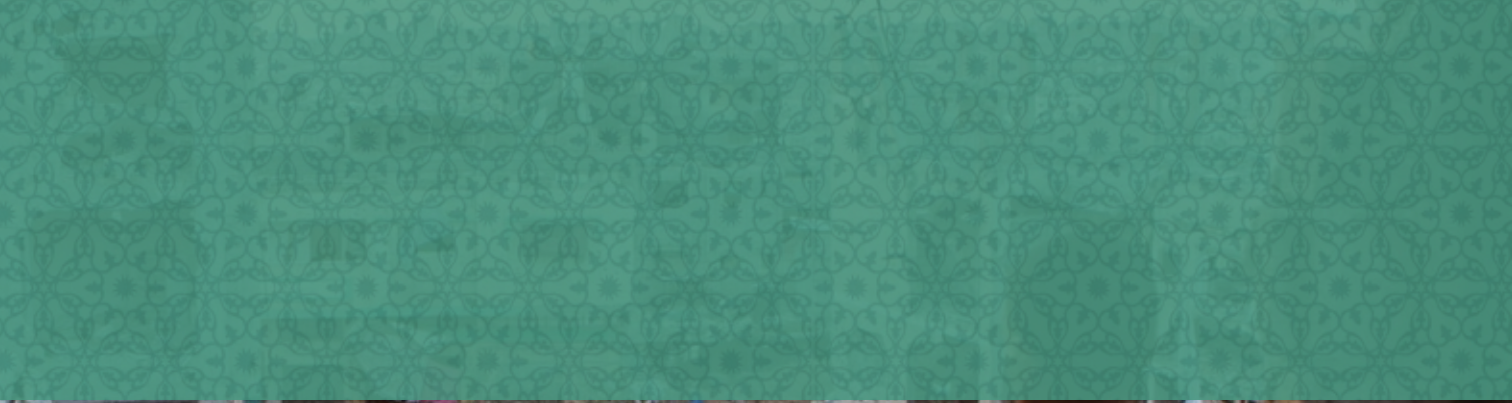
DECEMBER

“Equality and tolerance are the hallmarks of a stable society, as I know Myanmar to be. With their proud history and rich variety of cultures, the peoples of this remarkable country could one day present a shining example to the world of harmonious co-existence.” – **Lakhdar Brahimi**, at the conclusion of The Elders’ trip to Myanmar.



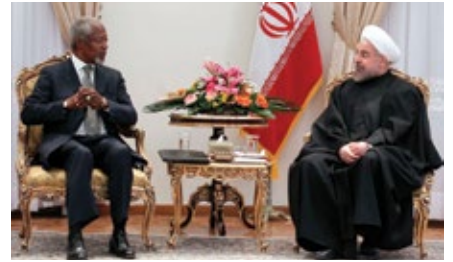
PEACE INITIATIVES





 **Hassan Rouhani**
@HassanRouhani

With Kofi Annan, Former UN Secretary General, visiting Iran as head of a group of former global leaders – the Elders



IRAN AND THE BROADER MIDDLE EAST REGION

The danger posed to regional, even world, peace by the decades-long confrontation between the Islamic Republic of Iran and the West and other Middle Eastern countries, especially over Iran's nuclear programme, has long been a source of concern for The Elders.

Like others, The Elders perceived the election in June 2013 of President Hassan Rouhani, a pragmatist in the Iranian clerical establishment, as a genuine opportunity to engage with the country. The purpose was to lend moral support to Rouhani's evident determination to resolve the nuclear dispute, to ease international sanctions on Iran as a consequence, and to encourage Iran to play a more constructive role in regional conflicts, notably over Syria.

A delegation of Elders led by the Chair, Kofi Annan, visited Tehran in January 2014 for exploratory meetings with the country's leadership. In addition to meeting President Rouhani and Foreign Minister Javad Zarif, the delegation took care to meet a broad cross-section of political leaders given that the Iranian domestic scene is characterised by competing power centres. Recurrent themes of these meetings were on how to address the dangerous spread of religious sectarianism and extremist violence. Notwithstanding The Elders' wish to keep a low profile, there was



Morteza Nikoubazli



intense media interest in the visit resulting in global coverage – in print, radio, television – and social media.

Iran's contentious relationship with its major regional rival, Saudi Arabia, was a continued focus of The Elders' attention during the remainder of the year, together with the ongoing nuclear negotiations with the "P5+1" group of states: China, France, Russia, the United Kingdom, the United States and Germany. Elders held phone calls with key figures and issued periodic press statements supportive of the ongoing negotiations.

In May 2014, Lakhdar Brahimi announced his resignation as the UN and Arab League Joint Special Representative for Syria, bringing to a close 18 months of intense efforts to resolve this complicated conflict and address its massive humanitarian repercussions. The inability of the UN Security Council and major regional countries to present a common front played a major part in contributing to what Mr Brahimi acknowledged had been a failure.

Reflecting on their respective frustrations over the Syrian crisis and lessons learned, over the following months The Elders' website published an in-depth interview originally given by Mr Brahimi to the pan-Arab Al-Hayat newspaper

followed by a guest blog by the Director of the Operational Division at OCHA, the UN's humanitarian coordination agency.

In February 2015, while attending the Munich Security Conference, The Elders held a follow-up meeting with Foreign Minister Zarif to support efforts to reach a nuclear agreement.

Looking ahead, The Elders will continue to explore ways in which Iran, hopefully in coordination with other regional players, can contribute to ending the interlocking conflicts currently ravaging the Middle East.

While prospects for a healthier regional security environment will depend in part on the outcome of the nuclear negotiations, expected to conclude in June 2015, The Elders are now better placed to act as independent and trusted interlocutors, and thus contribute to regional peace largely as a result of the past year's solid relationship-building work.



UN Photo/Shareef Sarhan

ISRAEL PALESTINE

 **Jon Snow**
@JonsnowC4

Gaza blockade must end | Jimmy Carter and Mary Robinson gu.com/p/4vg97/tw via @guardian Spot on, specially on Israeli fear of Pal unity



 **Momodou E. Touray**
@MomodouE

@foreignPolicy @TheElders Thank God there is still some sanity left in Western Political Circles ..Age is wisdom, even in Europe and America

The long-running Israeli-Palestinian conflict has been one of The Elders' top priorities since the group was founded. More than 20 years after the Oslo Agreements, and after many rounds of negotiations, real progress towards a lasting peace between Palestinians and Israelis remains elusive.

Given the far-reaching impact of the unresolved conflict and the power imbalance between the parties, The Elders believe the international community has a vital role to play in helping Israelis and Palestinians reach a lasting solution. They fully support Palestine's bid to obtain international recognition of its statehood, including at the United Nations, as well as its resort to international law in pursuit of that goal.

The Elders also call for a stronger role in the conflict by the European Union, Israel's largest trading partner and major neighbour, and endorse the Arab Peace Initiative, originally tabled in 2002, as a sound basis for durable peace between Israel and the Arab world, as well as other states in the Organisation of the Islamic Conference.

Over the past year, prospects for a negotiated solution dimmed, first with the breakdown of the US-mediated peace negotiations led by Secretary of State John Kerry in April and then, in July and August, with the war in Gaza.



The 51-day conflict – the third to afflict the territory in six years – resulted in over 2,200 Palestinian fatalities, two-thirds of them civilian, and destroyed large swaths of the crowded coastal strip. Subsequent negotiations in Cairo failed to address the conflict's root causes.

Commenting on the war in an Op-Ed published in *Foreign Policy* and *The Guardian*, Jimmy Carter and Mary Robinson spoke out about the need for accountability under international law for the actions of both sides, the vital importance of lifting the blockade of Gaza, and the need to recognise Hamas as a political actor. The commentary generated huge international interest and sparked debate about appropriate policies towards Hamas and the Gaza Strip.

A recurrent topic for The Elders in 2014, as in previous years, was the centrality of restoring Palestinian political unity severed by the 2007 violent split between Hamas and Fatah, the largest Palestinian faction. In the view of The Elders, without the full reunification of the three components of the occupied Palestinian territory – the West Bank, East Jerusalem and the Gaza Strip – a viable Palestinian state is impossible. The issue was taken up publicly and privately at several junctures during the year, including with President Mahmoud Abbas, on the margins of the UN General Assembly in New York in September.

At the time, President Abbas informed two of the Elders present in New York, Mary Robinson and Martti Ahtisaari, of his intention to seek a UN Security Council resolution setting a final date for the end of Israeli occupation of the Palestinian Territories. They encouraged him to proceed firmly and consistently with his UN strategy, notwithstanding pressures on the Palestinian leadership to change course. A Resolution presented to the Council in December narrowly failed to obtain the nine votes required.

The Elders were vocal supporters of the Kerry talks and regretted their breakdown over continued settlement building in the West Bank and Israel's failure to release a batch of prisoners. Following the end of the talks, The Elders issued a statement backing Palestinian moves to sign international treaties, including the Geneva Conventions, as a means to strengthen their hand in future negotiations. In September, they also exchanged views with Nabil ElAraby, Secretary-General of the League of Arab States, which backs the Arab Peace Initiative, on how best to preserve dwindling hopes for a peace agreement.

Since late 2011, together with The Carter Center, The Elders have convened a series of workshops aimed at advising the Palestinian leadership on effective ways to preserve the viability of

the two-state solution to the conflict. Despite pessimism over its prospects, The Elders remain convinced that no better alternative capable of providing justice, peace and security for both peoples, Jews and Palestinians alike, is in sight.

In April, the sixth in this series of workshops was held in Paris. Jimmy Carter and Hina Jilani took part along with senior Palestinian and international officials and experts. The meeting reaffirmed the value of this closed-door forum among some of those most concerned with this issue.

Preparations for an Elders' visit to the region, intended to reaffirm support for the two-state solution and press for Palestinian reunification, were interrupted by the Gaza War; the visit was subsequently postponed to early 2015. Despite its postponement, through a mix of quiet diplomacy and carefully timed statements, as well as selected commentary by guest bloggers and staff, The Elders have attempted to preserve prospects for the eventual realisation of one of their deepest-held aspirations.

In 2015, they anticipate picking up the threads, notwithstanding what may be a difficult political environment for progress, in the hope that good sense will prevail.

This is a country with a long tradition of people living in harmony with each other.

Gro Harlem Brundtland,
Press Conference,
Yangon, December 2014

MYANMAR

Kaung Htet



The Elders effectively began their engagement with Myanmar in mid-2013, in support of the historic political and economic transition undertaken by President Thein Sein after he took office two years earlier at the head of a military-backed civilian government. Previously, The Elders had been vocal in support of Aung San Suu Kyi, head of the National League for Democracy, during her years of house arrest, and the cause of ending military dictatorship and promoting inclusive democratic government and civil liberty.

While recognising that Myanmar is a crowded field for conflict-resolution and peace-building bodies, following a successful visit in September 2013 led by Jimmy Carter, The Elders determined that they could have a valuable and distinctive role to play in support of the transition by acting at both the highest level and at the grassroots, providing candid independent advice and moral leadership.

In 2014, Elders' visits led by Deputy Chair Gro Harlem Brundtland, took place in March and December. Both delegations were received at the highest levels of the government and the military, which continues to hold the decisive power in the country. By virtue of continued engagement – coupling consultations with all



sectors of society with private diplomacy with key actors, at carefully calibrated moments – The Elders achieved a degree of access that others acknowledge to be unique.

In late March, Gro Harlem Brundtland and Martti Ahtisaari took part in the second Elders' visit to the region – visiting Yangon, Nay Pyi Taw and Kachin State in Myanmar, as well as Chiang Mai and Mae Sot in northern Thailand. The latter stops focused on hearing the perspective of some ethnic minorities who have been engaged in on-and-off conflict with the central government for six decades. In their meetings, The Elders promoted an inclusive vision of the country's future.

In October, in Geneva, Kofi Annan met the visiting Immigration and Population Minister, Khin Yi, and the Chief Minister of Rakhine State, where the Rohingya Muslim minority has suffered pogroms and institutional discrimination, to discuss a way forward in this dispute.

Ahead of what will be a crucial year for Myanmar's transition with national elections scheduled for late 2015, in December 2014 Gro Harlem Brundtland, Martti Ahtisaari, Lakhdar Brahimi and Hina Jilani travelled again to Myanmar and Thailand. Meeting with members of the government, the armed forces,

parliament and civil society amidst growing signs of backsliding in the reform process, The Elders encouraged all concerned to help bring about a fair and inclusive society. They also spoke out against religious intolerance.

The Elders first travelled to Chiang Mai where they met representatives of different ethnic organisations and civil society to update themselves on current concerns, notably the stalled negotiations on reaching a national ceasefire agreement. They expressed support for efforts to enhance the role of women in peace-building and national political life. In Nay Pyi Taw, The Elders once again held useful substantive discussions with President Thein Sein, Senior General Min Aung Hlaing, the Commander-in-Chief, and Union Minister U Aung Min who leads the peace process.

The Elders also met U Tin Aye, Chairman of the Union Election Commission (UEC), to learn about preparations for national elections. They were encouraged by the prospect of genuinely free and fair elections in 2015, at least from a technical perspective. The Elders urged the UEC to permit local and foreign election observers to play their essential role during the polls. In Yangon, the delegation also met Aung San Suu Kyi for the second time. They spoke about



the benefits of national dialogue among key political actors and the importance of encouraging genuine national reconciliation.

Ahead of the two Elders' trips, staff visits to Myanmar and northern Thailand where ethnic minority refugees and armed group leaders are based helped pave the way for The Elders. Additionally, in mid-July, following an invitation from the Commander-in-Chief, a small staff group from The Elders and Crisis Management Initiative, including the military adviser for the Aceh peace process led by Martti Ahtisaari, met privately with the Army Chief of Staff. The opening-up of this channel for dialogue was a promising development for the future, regardless of whether or not a National Ceasefire Accord is eventually concluded with the ethnic armed groups as the government hopes.

In support of the visits, The Elders' website hosts regular contributions from ethical leaders helping to build a new Myanmar and draws attention through photo stories and commentary from the Team to overlooked issues. To ensure there is no duplication with the efforts of others, the Team liaises closely with foreign governments and a wide range of international organisations active in Myanmar, as well as with local civil society and the Myanmar Peace Centre.

Looking ahead, The Elders expects to remain engaged with the complex issues thrown up by the country's transition. Critical will be the need for statesman-like behaviour from the country's competing political contenders. As the political waters become rougher ahead of the 2015 elections, as expected, The Elders should be well positioned to use their experience and knowledge in a constructive manner with those most directly concerned.

 **Thant Myint-U**
@thanmyintu

Met w/GroHarlemBrundtland, MarttiAhtisaari, LakhdarBrahimi and HinaJilani; they will meet w/ President and #AungSanSuukYi later in week



SUB-SAHARAN AFRICA

CENTRAL AFRICAN REPUBLIC (CAR)

The Central African Republic has been plagued in recent years by repeated bouts of insurrection and massacres of civilians, driving hundreds of thousands across the country's borders or into internal displacement. After decades of neglect and mismanagement from Bangui, the capital, CAR has some of the world's worst developmental and humanitarian indicators.

In response to deepening concern over the situation, in May 2014, The Elders agreed to undertake a solidarity visit to support Interim President Catherine Samba-Panza, as well as women's peace-building activities and the Inter-Faith Peace Platform of religious leaders. Staff, led by CEO Lesley-Anne Knight, conducted a visit from 5-7 August and met with President Samba-Panza, and the *Séléka* and *Anti-Balaka* warring parties. They also met the UN, NGOs, churches, civil society, women's and youth groups.

SOUTH SUDAN

The outbreak of civil war in South Sudan in December 2013 between factions of the ruling Sudan People's Liberation Movement rapidly took on an ethnic dimension, effectively splitting the newly independent country into several parts.

The humanitarian consequences were disastrous for millions of already poor and malnourished South Sudanese. Two years after their last visit to the country, in July 2012, The Elders thus determined that they needed to explore how to assist the efforts of others, notably the "troika" countries (Norway, the United Kingdom and the United States) and the regional body, the Inter-Governmental Authority on Development (IGAD), to end the conflict. The threat of widespread famine acted as a further spur. The Elders' Team undertook two trips to South Sudan and Addis Ababa to consult with the African Union, IGAD and the Ethiopian Government. In September, Elders who were in New York for meetings also met the UN Special Envoy, Haile Menkerios, to discuss specific actions in support of the IGAD-led peace process. In parallel, Martti Ahtisaari's Crisis Management Initiative has helped facilitate intra-SPLM talks. Despite all efforts, to date the principals involved in the conflict have failed to bridge their differences.



DEVELOPMENT INITIATIVES





So what I want to talk about today is courage, leadership and obligation.

Graça Machel,
Statement to the Climate Summit,
United Nations, New York,
September 2014

CLIMATE CHANGE

Concerned at a lack of courage and commitment on the part of global leaders in the run-up to the 2015 UN Climate Change Conference in Paris, The Elders scaled up their engagement on this crucial issue during 2014. These interventions were broadly welcomed at the UN, by individual governments and by environmental campaigners, and The Elders were recognised as a respected moral voice on the issue – a role that was given an additional boost when Mary Robinson was named as UN Special Envoy on Climate Change in July 2014.

In particular, The Elders have sought to galvanise bold and innovative leadership, coupled with a human-centred approach that recognises the need for just and equitable solutions that allow for the sustainable development of all nations.

Their strategy has been not only to make direct contact with world leaders, but also to lend support to grass roots activists and raise awareness among civil society in general, particularly young people.

On a visit to Paris in April, The Elders not only met French Foreign Minister Laurent Fabius and government representatives who will host the COP21 conference in December 2015, but also

took part in a discussion with students and young activists at Sciences-Po, the country's leading political studies institution.

In September, Elders Mary Robinson, Gro Harlem Brundtland and Graça Machel not only addressed global leaders at the UN Secretary-General's Climate Summit, but also joined 400,000 people on the People's Climate March through the streets of New York.

Graça Machel gave a bold speech at the close of the Summit, saying: *"I won't be speaking to you today about facts and statistics. We have heard them all before. Scientists have provided all the information. They have provided evidence. So what I want to talk about today is courage, leadership and obligation."*

To coincide with the Summit, The Elders produced a film which outlined their call for action on climate. Their urgent message was underlined by a full-page advertisement in *The New York Times* featuring the slogan *"Now. Not Tomorrow."*

The Elders wrote directly to 198 heads of state and governments in June, expressing their concerns about climate change and calling on them to aim for more ambitious goals.





A further letter was sent to G20 leaders encouraging the world's most powerful economies to take the issue of climate change more seriously and raise the level of their commitments. Specifically, The Elders called for the G20 to support the Global Climate Fund and carbon pricing.

Noting that the G20 is "Powerfully representative, yet of a size able to generate consensus," The Elders wrote: "The world is watching and looking for visionary leadership on climate change – and will rightly be holding the G20 representatives to account."

Over the course of the year, The Elders' website featured a dozen guest bloggers writing about climate issues, including green technologies, Europe's climate deal, and the outcome of the UNFCCC negotiations (COP20) in Lima, Peru.


At the end of the year, the *HuffPostGreen* published an opinion piece by Kofi Annan and Ernesto Zedillo which welcomed commitments to cut emissions but warned that the shift to a low-carbon economy will not happen without the accurate pricing of carbon.

The Elders' stance on climate change is firmly rooted in the concepts of intergenerational justice and solidarity with those most at risk. They believe that a failure to act now will result in one of the greatest injustices in human history: denying future generations their right to a liveable, sustainable planet.

2015 is a pivotal year for action on climate change and The Elders will continue to work at all levels to ensure that a robust, universal and legally-binding agreement is achieved, to set the world on course for a carbon-neutral future.

 **Christiana Figueres**
@CFigueres

Graca Machel: "Level of response must match magnitude of problem. We all have obligation to step up ambition."
#NowNotTomorrow #Climate2014

 **Arianna Huffington**

"If ever there were a cause which should unite us all, old or young, rich or poor, climate change must be it." Kofi Annan
#Climate2014 #NowNotTomorrow





Jimmy Carter getting ready to join our first ever Twitter Q&A from his home in Plains, Georgia. #askElders #IWD2014



And here's Archbishop Tutu, all set to answer your questions for #IWD2014! #askElders



EQUALITY FOR GIRLS AND WOMEN

Committed to working for a more equitable and just world, The Elders view equality for girls and women as a core priority. While acknowledging that some progress has been made, The Elders are concerned that the pace of change is too slow. Deep-rooted discrimination against women and girls denies them fair access to education, adequate healthcare, employment, property and influence.

Women and girls are also victims of domestic violence, human trafficking and rape, as well as practices such as child marriage, genital mutilation and honour killings.

The Elders continued to speak out forcibly against domestic violence against women, sexual violence as a weapon of war, and child marriage. They have also been active in promoting the role of women in peace negotiations.

In March 2014, Jimmy Carter published *"A Call to Action: Women, Religion, Violence and Power"*, a new book that highlights how religions have been used to justify discrimination and the oppression of women. Jimmy Carter drew on the testimony of women human rights defenders and his own experiences to explain why discrimination against women and girls is the most serious global challenge we face. The Elders decided to promote this important work as a part of their gender equality activities in 2014.

To mark International Women's Day 2014, Jimmy Carter and Desmond Tutu took part in The Elders' first-ever Twitter Q&A. They answered questions from Twitter users – men and women, young and old – from Nigeria to New Delhi. Many asked about the role of religious traditions in shaping attitudes towards women and girls. The two Elders spoke about their efforts to promote women's leadership within their churches, emphasising that gender inequality is not something justified in religious texts but, as Jimmy Carter put it, *"contrived in patriarchal societies for the benefit of male leaders."*

Violence against women was another common theme, with questions on tackling rape culture, sexual violence in conflict and human trafficking. As well as calling for greater legal enforcement, The Elders emphasised that violence has its roots in discriminatory attitudes towards women.

In May, The Elders spoke out about the shocking "honour killing" of a young woman in Pakistan. Hina Jilani and Jimmy Carter condemned the killing in a radio interview that was heard around the world. Noting the apathy that exists in the male-dominated legislature in Pakistan over honour killings, Hina Jilani said: *"There has to be now a serious effort to make sure that women's rights are protected, that the judiciary, the legislature and the public in general understands that women are not willing to accept this anymore."*

 **Women in Leadership**
@empowerwomen_au

Incredible discussion being live streamed now by @TheElders bit.ly/1uwOka1 jimmy carter, mary Robinson and more #wherearethewomen

 **Justin de Graaf**
@JustindeGraaf

Pres Carter just nailed it, just 1 strong, empowered, eloquent woman can influence an entire room #WhereAreTheWomen @CarterCenter @TheElders

In June, The Elders lent their support to the UK government's Global Summit to End Sexual Violence in Conflict, having discussed the issue the previous year with William Hague, then UK Foreign Minister. The conference was attended by more than 1,700 delegates from 123 countries, including government ministers, parliamentarians, lawyers and activists. In a video address to the conference, Jimmy Carter argued that to end impunity for these crimes must be an international priority.

Another issue that The Elders have long supported is the need to involve more women in peace negotiations. Fourteen years ago, the UN Security Council officially recognised the importance of fully-involving women in all peace and security efforts in its Resolution 1325.

In November, Kofi Annan, Hina Jilani and Mary Robinson joined Jimmy Carter before a packed audience at The Carter Center, in Atlanta, for a public debate on women at the peace table and their key role in tackling the root causes of conflict. Taking part with the four Elders were four women peace and gender experts: Asha Haji Elmi, peace activist in Somalia and founder of Save Somali Women and Children (SSWC); Sanam Naraghi Anderlini, co-founder of the International Civil Society Action Network (ICAN); Manal Omar, Acting Vice-President of the Center

for Middle East and Africa at the US Institute of Peace; and Jessica Neuwirth, Honorary President and founder of Donor Direct Action. The live-streamed event was followed via social media, with active participation from around the world.

Later that month, The Elders once again took up the issue of child marriage after learning that the Government of Bangladesh was considering setting a lower legal age for marriage for girls. On behalf of The Elders, Kofi Annan wrote an open letter to the Prime Minister asking her to maintain the minimum age of marriage for girls at 18.

He praised the Bangladeshi government for committing to end child marriage but warned that lowering the age of marriage for girls would *"undermine efforts to reduce poverty and improve the welfare of girls and women across Bangladesh"* with particularly harmful effects for maternal and child health. *"Girls who are married and out of school do not contribute to Bangladesh's economic development and prosperity, perpetuating cycles of poverty,"* he wrote. This letter was reported on by national and international media and, since then, the proposal to lower the age appears to have been dropped.



31 major peace processes



BETWEEN
1992 & 2011

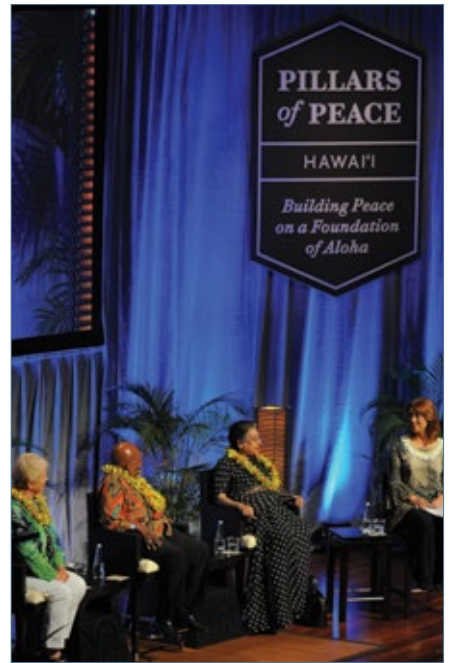


ONLY 4% of signatories were women



#WhereAreTheWomen





ETHICAL LEADERSHIP

Integrity and ethical leadership are among The Elders' core values. In all their activities, they are committed to upholding and promoting the highest standards of leadership and service, such as honesty, transparency and accountability.

Good governance is key to achieving The Elders' vision of a world in which people live in peace, in which there is universal respect for human rights, in which poverty has been eliminated, in which people are free from fear and oppression. Without it, development becomes impossible, armed conflicts arise, the environment becomes degraded, law and order breaks down.

In December, to mark Human Rights Day, The Elders posted their first quiz on social media which tested people's knowledge of human rights. Thousands of people took the quiz and it was shared widely on social media.

Inspired by the legacy of their founder, Nelson Mandela, The Elders continued to challenge failures in leadership and to encourage the ethical leaders of tomorrow.

To mark Mandela Day, 18 July, The Elders launched a new video series on ethical leadership, promoting the values that Madiba

embodied: justice, equality, compassion, and the power of collective action. In the videos, the Elders themselves draw on their experiences as global leaders and discuss the universal values we all share.

Continuing this theme, Gro Harlem Brundtland, Hina Jilani and Desmond Tutu took part in the *Pillars of Peace* event, organized by the Hawaii Community Foundation in August. Launched in 2012, the initiative is an opportunity for global leaders to exchange peace-building wisdom and practices with Hawaiian elders and community leaders. It was an opportunity to share views on how to practise peace and promote the values of compassion, mindfulness and justice. During the event, the Elders met with student, civic and business leaders as well as the general public, learning about Hawaii's approach to multiculturalism and its value system. The Elders took part in discussions on defending human rights and speaking out on behalf of those suffering injustice, including the victims of climate change and conflicts in the Middle East.

During 2014, The Elders spoke out on a number of issues and crises resulting from failures in ethical leadership. Early on in the Ukraine



conflict, they insisted that the only way to achieve a peaceful resolution was through honest and open dialogue. Sadly, subsequent events confirmed their foresight.

In November, The Elders criticised the international community for its slow response to the Ebola epidemic. While they commended West African leaders for their courageous response to the spread of the catastrophic disease, they felt the global community could have acted more swiftly, and done more, to control the disease's deadly progress. Noting that the crisis has had a profound effect on the social and economic life of West Africans, Kofi Annan called on the international community to commit more funds to help these countries address the complex impacts. He also called for resources to be invested in immediate health needs to strengthen the response to Ebola on the ground.

News

9 December 2014



Do you actually know your human rights?
 In 1950 the UN General Assembly proclaimed 10 December as Human Rights Day, to bring attention to the Universal Declaration of Human Rights as the common standard for all peoples and all nations. But do you know them? The Elders challenge you to find out. [Take the quiz](#)

UN Foundation
 @UN Foundation

What does '#EthicalLeadership' mean to you? Watch this #MandelaDay video and tweet @TheElders with your views [youtube.com/watch?c=EYDJ...](https://www.youtube.com/watch?c=EYDJ...)



Desmond Tutu, honour Mandela, lead by example
 "On this Mandela Day 2014, let us be ethical leaders in our own communities." Archbishop Tutu calls on individuals to honour Nelson Mandela's legacy by taking....

PILLARS of PEACE

HAWAII

“I thought that they would look at us students as just like growing pupils who are still trying to learn. But they looked at us as people with real potential to go out into the world.”



ENGAGING WITH YOUNG PEOPLE

Julien Behal



 **Kerry North**
@Kizzerly

Listening to @KofiAnnan at #OYW “if your leaders fail to lead, make them follow you” A wise dude! #TelefonicaOYW #TheElders @O2ThinkBig

When Nelson Mandela founded The Elders in 2007 he said that the group would aim to inspire hope where there is despair. But confronted with so many intractable conflicts and overwhelming crises, where do the Elders themselves find hope?

The answer often turns out to be in young people. Their energy, openness and challenging insights are a source of inspiration for the Elders themselves, who make the most of any opportunity to engage with the potential leaders and activists of the future.

Mandela hoped the Elders would be role models for the younger generation, so in these encounters, they seek to motivate and encourage, to share their experiences, to communicate their vision and values – but also to listen, because young people often have a unique perspective on the world, producing new approaches to old problems.

Another opportunity occurred in May 2014, The Elders spoke at Oxford University’s Sheldonian Theatre to an 800-strong audience, comprised mainly of students. The Elders answered their questions about topical issues, such as how to improve inter-cultural understanding, the war in Syria and how good governance is essential to maintain stable societies. The event engaged a much wider online audience through live-streaming and social media.

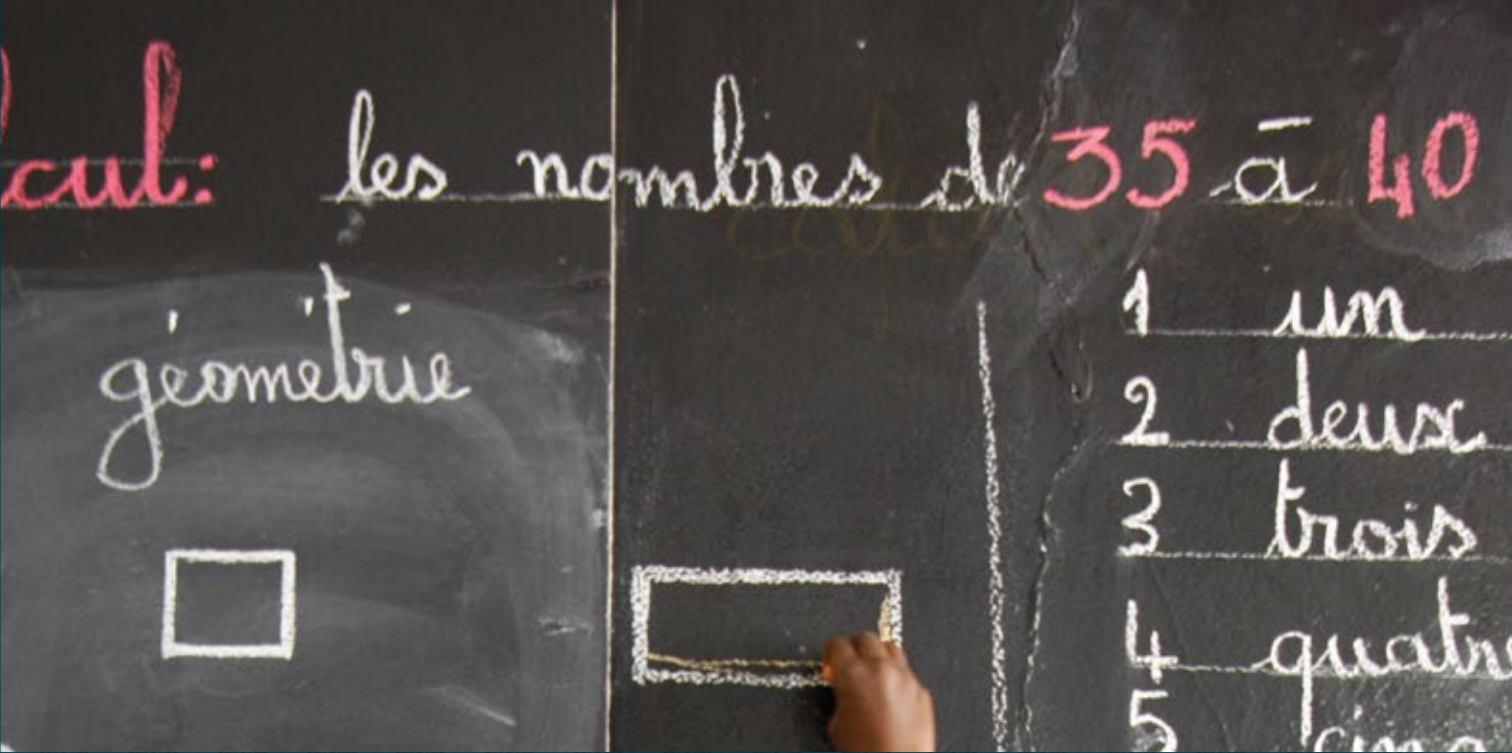
During the *Pillars of Peace* events in Hawaii, the three Elders met with many young people from around the islands. At an event for young people,

they answered questions posed by members of the audience and also submitted via social media, and spoke about the importance of young people becoming ethical leaders. They urged the students in the audience to focus on the positive, despite the challenges and difficulties they may face.

At the *One Young World* conference in Dublin in November, Kofi Annan and Mary Robinson spoke about climate and ethical leadership to an audience of more than 2,000 young leaders from 160 countries. During a live-streamed discussion, the two Elders were interviewed by young leader and Arctic explorer, Parker Liataud.

The Elders stressed that we can all become involved in efforts to combat climate change, even by making small changes to our lives to reduce climate impact. They also emphasised the importance of mobilising civil society to put pressure on leaders to reach an ambitious and legally-binding climate agreement in 2015. Mary Robinson highlighted the positive aspects of a green economy, such as creating new jobs, while Kofi Annan spoke of the role young people can play in reducing the impacts of climate change.

The Elders also supported a contest organised by students from the Massachusetts Institute of Technology in the US which focused on the best ways to accelerate youth leadership in climate. Elders Mary Robinson and Gro Harlem Brundtland were on the panel to select the Climate CoLab Platform winners for 2014.



FINANCIAL AND ADMINISTRATIVE SECTION



We uphold and promote the highest standards of integrity in leadership and service, including honesty, transparency and accountability.

The Elders' Strategic Framework

FINANCIAL REVIEW

FINANCIAL REVIEW FOR THE YEAR TO 31 DECEMBER 2014

The Elders' activities in 2014 were funded through generous voluntary donations received from the following organisations and individuals:

- Better World Fund
- Bridgeway Foundation
- Chandra Jesse
- Dutch Postcode Lottery
- Humanity United
- Jeremy Collier Foundation
- Skoll Foundation
- Swedish Postcode Foundation
- The Nduna Foundation
- The Peter Gabriel Trust
- The Quadrio Curzio Family Trust
- Virgin Unite

The Elders' total unrestricted voluntary income for the year was £3.2 million, a decrease of 22% on 2013. We expect our voluntary income to increase during 2015 and will undertake a review of our funding strategy during 2015.

During 2014 we spent £3.1 million on our charitable mission, an 8% increase on 2013. Our costs relate in the main to the London office secretariat and costs of our foreign travel. The London secretariat supports The Elders with policy formation, advocacy and communications, logistics, organisational strategy, planning and administration.

We ended 2014 with total unrestricted reserves of £1.7 million, representing approximately six months' expenditure. We actively raised additional funding in the first quarter of 2015 to bring us closer to our long-term target of retaining nine months' expenditure in reserves.

The following financial information does not constitute the company's statutory accounts, but is extracted therefrom. The statutory accounts dealing with the 2014 financial year have been delivered to Companies House and the Charity Commission. The auditor's report made on the company's statutory accounts for the year was unqualified and did not include a reference to any matters to which the auditor drew attention by way of emphasis.

THE ELDERS FOUNDATION STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2014

	2014 £000's	2013 £000's
INCOMING RESOURCES		
Incoming resources from generated funds		
Unrestricted voluntary income	3,247	4,180
Restricted voluntary income: Girls not Brides	-	1,000
TOTAL INCOMING RESOURCES	3,247	5,180
RESOURCES EXPENDED		
Charitable activities		
Charitable activities	3,050	2,818
Girls not Brides initiative	-	1,000
	3,050	3,818
Governance costs	8	48
TOTAL RESOURCES EXPENDED	3,058	3,866
Net incoming/(outgoing) resources and net movement in funds		
Fund balances brought forward	189	1,314
Fund balances carried forward	1,528	214
	1,717	1,528

THE ELDERS FOUNDATION BALANCE SHEET AS AT 31 DECEMBER 2014

	2014 £000's	2013 £000's
Fixed Assets		
Tangible assets	147	220
Current Assets		
Debtors	84	123
Cash at bank and in hand	2,435	1,475
Total current assets	2,519	1,598
Creditors: amounts falling due within one year	(949)	(290)
Net current assets	1,570	1,308
Total assets less current liabilities	1,717	1,528
TOTAL NET ASSETS	1,717	1,528
Unrestricted funds		
Unrestricted funds	1,717	189
Designated funds	-	1,339
TOTAL FUNDS	1,717	1,528

ADMINISTRATIVE SECTION

The Elders are grateful to the members of the Advisory Council, whose support and advice enables them to carry out their work.

Richard Branson
Virgin Unite

Peter Gabriel
The Peter Gabriel Trust

Kathy Bushkin Calvin
The United Nations Foundation

Jeremy Coller
Jeremy Coller Foundation

Niclas Kjellström-Matseke
Swedish Postcode Foundation

Randy Newcomb
Humanity United

Jean Oelwang
Virgin Unite

Pam Omidyar
Humanity United

Mabel van Oranje
Girls Not Brides

Sally Osberg
Skoll Foundation

Julie Quadrio Curzio
The Quadrio Curzio Family Trust

Shannon Sedgwick Davis
Bridgeway Foundation

Marieke van Schaik
Dutch Postcode Lottery

Jeff Skoll
Skoll Foundation

Lulit Solomon
Jeremy Coller Foundation

Amy Towers
The Nduna Foundation

Jeff Towers
The Nduna Foundation

The Elders' Team, led by CEO Lesley-Anne Knight, provides policy, communications and operational support.

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www.theElders.org

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twitter

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 Back mosaic (top left to bottom right): Jeff Moore, Kaung Htet, Jeff Moore, Richard Lewis, Neville Elder, Kaung Htet, Pascal Aimar, Richard Lewis, Jeff Moore.



The Elders