



**The work of the
International Academy for Leadership**

About the Friedrich Naumann Foundation for Freedom

The Friedrich Naumann Foundation for Freedom (FNF) is a non-profit organisation that works in Germany and abroad. Founded in 1958 as an institution for political adult education in Germany, the Foundation became internationally active in the mid-1960s. Our activities in other countries are part of the foreign development and cooperation policy of the Federal Republic of Germany.

Freedom, as a fundamental value, is the basis of all our work. Through our projects we contribute to a world in which all people can live in freedom, human dignity and peace. Together with our partners in more than 60 coun-

tries – liberal political parties, think tanks and other non-governmental organisations – we support the emergence of democratic institutions based on the rule of law, and the development of a market economy.

However, the Foundation does not just maintain the dialogue with its international partners in their home countries, but also inside Germany. Since 1995 the International Academy for Leadership (IAF) at the Theodor Heuss Academy in Gummersbach has been the Foundation's forum and the center for international dialogue and intercultural exchange.



Theodor Heuss Academy

The work of the International Academy for Leadership (IAF)

Vibrant intercultural dialogue for freedom and tolerance

Birgit Lamm, Director of the International Academy for Leadership (IAF)



Whoever wishes to spread liberal thought and to further its organisation around the world must promote a lively intercultural dialogue and exchange. Active listening and learning are crucial: true dialogue is based on tolerance and mutual respect. The task of the „International Academy for Leadership“ (IAF) of the Friedrich Naumann Foundation for Freedom is to foster and implement these liberal principles through facilitating a worldwide exchange of ideas.

The Foundation established the International Academy for Leadership (IAF) as a forum and venue for international political dialogue, first in Sintra (Portugal), in the early 1990s, and later on in Gummersbach (Germany), at the Theodor Heuss Academy, in 1995. Participants from all over the world find here an opportunity to share political experiences, address cultural issues and jointly seek liberal solutions to current problems. The IAF events, designed in close cooperation with the Foundation's projects abroad, bring together well-known experts and personalities in various fields, as well as social multipliers, committed young liberals and budding leaders in order to discuss international topics concerning politics, economics, science, mass media and security matters. In this intercontinental, tolerant and free forum, participants share specific experiences and knowledge, come up with liberal solutions and put forward common approaches promoting intellectual freedom, cultural diversity and global relations. Thanks to its multicultural reach, the IAF encourages tolerance among cultures, religions and political systems, thus contributing to conflict prevention and peace. Moreover, it strenghtens links in the continents and regions where the Foundation runs projects. Participants in IAF activities become multipliers in their own countries, advancing liberal political ideas and solutions.

The International Academy for Leadership organises seminars and workshops both at the Theodor Heuss Academy and at other German and European venues, proposing training and information activities which include



- two-week seminars for younger leaders;
- one-week seminars for established leaders;
- training workshops on skills and methods for FNF partners and counterparts in our projects abroad;
- two-week courses for human rights experts in Ghent (Belgium), Utrecht (Netherlands) and South Africa;
- information gathering tours and conferences in Germany and other European nations for leaders from countries where the Foundation runs projects;

Through these activities and, especially, the visitor programmes, the IAF furthers contacts with politicians and meets officials from government agencies, parties, associations, companies, organisations and projects both in Germany and in other European countries. These exchanges and transfers of knowledge contribute to a sound dialogue among liberal multipliers from Germany, Europe and FNF project countries.

The Theodor Heuss Academy is a political training centre providing an ideal venue for exchanges of ideas between German and international guests. Apart from the official seminar programmes, it offers ample opportunity for personal contacts strenghtening links between individual participants, be they leaders, international multipliers, former

FNF scholarship holders, German liberals or simply politically-aware citizens. Over time, the Academy has become a true source of liberal ideas with which the Friedrich Naumann Foundation as a whole identifies.

Topics and methodologies

The IAF events focus on the following themes: globalisation and development, education, peace and conflict management, local government policies, civil society involvement, rule of law, private property, human and civil rights, bureaucracy reduction and deregulation.

To help participants and target groups discuss and formulate solutions to current political issues, the IAF uses a variety of methods such as case studies, role playing, working groups, plenary meetings and other forms of debate, dialogue and reporting. State-of-the-art presentation and conference facilities, IT equipment and active learning materials are available.

The „International e-Academy“ – based on the successful Foundation's model of the „Virtuelle Akademie“ – was set up in order to provide a broad range of blended learning options. With the slogan „Global Blended Liberal Learning“, the on-line events complement the IAF face-to-face seminars and information gatherings. Worldwide networking is made easier. The blended learning seminars are a groundbreaking and promising activity, offering thoroughgoing topic discussion and follow-up opportunities to participants. In recognition of its innovative e-learning approach, our „International e-Academy“ was granted, in 2008, the „European e-Learning Award“.

The International e-Academy thus makes available to FNF alumni, former scholarship holders, friends and promoters an additional platform for international exchange and worldwide liberal networking.

IAF alumni worldwide...

Since the first IAF seminar held in Gummersbach, in February 1995, around 350 participants have been attending our international events each year. These alumni then become multipliers as well as important counterparts for the Foundation's international work, and they strive to implement liberal ideas and set up networks in their own countries. And many enjoy successful political careers.

In Malaysia, for instance, IAF graduates launched a network in March 2006, during the „German Month“ celebrations period. The „Friedrich Naumann Foundation Alumni Network“ (FAN Malaysia) holds IAF events tailored to local needs and publishes learning modules. FAN members who plan to organise local events can previously attend IAF seminars in Gummersbach to learn facilitation and other skills from experienced tutors, so that they may later apply this knowledge at home. In this way the networks contribute to the sustainability and impact of the Foundation's Malaysian project.

Other countries have also initiated IAF alumni networks. IFAN (India FNF Alumni Network) was set up in March





2007, in Delhi. And there are networks active in the Philippines, Argentina, Egypt, Palestine, Israel, Slovakia, Russia, etc. In Pakistan too, since 2002, annual alumni meetings are held at the behest of the Foundation. A group of former Pakistani IAF participants and facilitators runs a liberal webpage (FreedomGate), holds local events based on our seminars and promotes IAF international activities.

Many IAF alumni enjoy successful professional and political careers, and continue to support participant networks thus ensuring the sustainability of IAF events.

One textbook case is Tosary Widjaja (Indonesia), who participated in the IAF seminar "Political Culture – the Law of Democracy" in 1997. Tosary Widjaja embarked on a successful political and diplomatic career: He was a member of parliament from 2004–2009. His extensive organizational experience within the PPP Party and the Nahdlatul Ulama (one of the largest Moslem organization in Indonesia) earned him several important positions in parliament, which include: member of the parliamentary Commission on Foreign Affairs and Defense; Vice-Chair of the Interpar-

liamentary Union; Vice-Chair of the Parliamentary Union for Population and Development and Advisor to the PPP Party Fraction in the Parliament and the People's Assembly. In autumn 2009 he was appointed Ambassador of Indonesia to Morocco.

Also, Ms. María Elisabeth Flores, elected first Vice-President of the Honduran National Congress in 2006, has kept in close touch with the Foundation. Even before holding this position, „Lizzie“ was involved, as member of the Honduran Liberal Party (PLH) Executive Committee, in building up the youth political organisation. She took part in numerous IAF workshops and seminars both at home and abroad, including a 2004 course on „Participation and Promotion of Young Citizens in Politics“. In 2007, at the Davos World Economic Forum, María Elisabeth Flores was part of the Young Global Leaders circle.

In Ghana IAF alumni have been extremely successful as well. John Agyekum Kufuor, President of the country from 2000–2008, attended two international IAF conferences. Another twenty-three officials and ministers of his administration also took part in IAF seminar and visitor programmes. Thus liberal ideas permeated government policies in Ghana.

In the future, contacts between IAF alumni and the Foundation shall be easier thanks to the creation of a state-of-the-art „global e-community“ that will enhance worldwide dialogue on liberal ideas and streamline our international dialogue programmes.

Ground rules for a liberal dialogue

Liberal discussion and debating standards

Dr. Stefan Melnik, IAF-Seminar Facilitator and International Consultant



The following paragraphs summarise the standards a chairperson or facilitator tries to uphold working with the Liberal community, irrespective of whether the event in question is a conference, a workshop, a seminar, an online forum or simply a routine meeting. Participants are encouraged to abide by them.

These standards may also be seen as "**liberal duties**". They are essentials – and ignoring any one of them undermines the very fabric of liberal discourse.

- 1. Listen actively** and ask ourselves: do we understand, do we need clarification, are we able to summarise what has been said or am I simply just looking for the first opportunity to "land" and make my own point without considering what has been said?
- 2. Treat our colleagues with respect.** This means that we treat them as fellow-liberals honestly and earnestly looking for answers. This means accepting that they have cogent and sincere reasons for their respective points of view.
- 3.** Do do not engage in polemics but in **rational discourse, using our faculties of reason** instead. Put what has been said to the test. What's the scientific evidence? Ask ourselves whether there is a vested interest or a slant that we need to bear in mind. Do I need to investigate the matter further? Remember that liberals consider themselves to be heirs of the *Enlightenment* and enlightenment means not only having the courage of one's convictions but also the personal commitment to reason.
- 4.** We must be **sceptical of people claiming to know what the truth is**. For liberals truth is elusive. Yes, we can through discussion come closer to truth, but even the process of discussion doesn't necessarily guarantee that the answers will survive the test of time.



- 5.** We must be dedicated to **upholding the principle of freedom of expression** – which is the precondition for serious discussion focused on achieving results. Taboos contain the seeds of this principle's destruction.
- 6.** We must as liberals also keep other principles of liberalism in mind when engaged in discussion. One of these is **tolerance**. We should go one step further and say: a commitment to understanding rather than just tolerance. This does not, however, mean being tolerant of intolerance or of practices that are illiberal.

The dialogue culture of the International Academy for Leadership

Dr. Rolf Freier, IAF-Seminar Facilitator and Consultant for International Politics



International political dialogue was one of the key activities of the Foundation since its early days. What can we say today, twenty years and over five thousand participants later, about the Foundation's international political dialogue programme? What is its nature? What is its political character and what dialogue culture has evolved?

The term „dialogue" chosen by the Foundation has, for a communications theorist, a different connotation from the idioms „discussion" or „debate". Although the latter also feature in the Academy events, they are subsumed under the overarching concept of international political dialogue. Competitive debate and spirited discussion do take place at the Academy depending on the nature and contentiousness of the topics involved. But they do not reproduce the duel stereotype that leaves winners triumphant and losers uneasy. Rather, they are consciously cushioned and contained by a communicative and social group process – during the seminars – that always allows the 'dialogic momentum' to regain its peaceful upper hand.

What is this 'dialogic momentum', as opposed to discussion or debate, and what does the Foundation intend with its dialogue programme? These terms referring to human verbal interaction are often used indiscriminately without further thought or consideration. By deliberately choosing the „dialogue" idiom – linked to tolerance and respect – the Foundation departs from the rather trite and over-used terms „discussion" and „debate" and stakes out a specific claim. Dialogue, admittedly not a rare term either, does however involve a deeper notion referring to peaceful verbal interaction in which, at its best, people truly listen and truly speak to each other. What supplies this 'added value' that makes the difference between 'warm' dialogue and 'cold' debates and discussions? What makes dialogue such an attractive soft tool?

The 20th century brought about progressive implementations of advanced dialogue techniques in the education



and political liberation areas. For his part, the Spanish sociologist Ramon Flecha published, in the year 2000, an acclaimed book on Egalitarian Dialogue and the Dialogic Learning Process. Flecha and his colleagues developed the concept of Dialogic Learning encouraging people to use their communicative abilities, be they academic or practical, to gain insight, reach agreement and cooperate in different social and political environments and contexts. These thinkers refer to dialogue as reciprocal communication, free from domination and the intent to win, where equality of opportunity regarding speaking and listening is granted to all participants.

Nowadays dialogue concepts and techniques are widely applied in teaching, consulting, mediation and other areas, in community, professional and international fields, as well as at the micro-, meso- and macro-levels. Wikipedia, to some degree itself a product of dialogic learning, writes enthusiastically:

Today, dialogue is used in classrooms, community centers, corporations, federal agencies, and other settings to enable people, usually in small groups, to share their perspectives and experiences about difficult issues. It is used to help people resolve long-standing conflicts and to build deeper

understanding of contentious issues. Dialogue is not about judging, weighing, or making decisions, but about understanding and learning. Dialogue dispels stereotypes, builds trust, and enables people to be open to perspectives that are very different from their own.

The concept of egalitarian dialogue, a tag probably somewhat off-putting for liberals, has never been explicitly discussed at the Academy. But, interestingly enough, its key principles do apply throughout the Academy programmes. No matter what the topics or the specific seminars are, it is not the personal status and 'power' of the individual participants that drives their arguments, a key prerequisite for egalitarian dialogue. The group dynamics at the Theodor Heuss Academy, are encouraged by a technically well-equipped 'open space', located in the German countryside, providing equal opportunities without fear or favour to all participants. Furthermore, no language plays a decisive role: the Academy organises seminars in different languages. One of the IAF programmes' strengths is that they are really intercontinental and multilingual with professional simultaneous translation. Thus, with the language barrier largely removed, an open space provided and speakers' arguments delinked from their status – since ministers may sit next to NGO representatives – the key elements for an egalitarian dialogue prevail at the Academy.

Do these valuable principles of egalitarian dialogue imply that the programme contents are accidental or undefined? Far from it. The Academy, as part of the FNF, is by choice a value-driven institution whose mission is to promote basic liberal¹ values and to formulate new approaches and solutions for future-oriented liberal politics. The annual programme is published in advance and potential participants all over the globe indicate their interest in specific seminars, present their credentials and – according to



qualifications, numbers of applicants and regional balance considerations – receive their invitations to attend. The individual seminars might focus on knowledge or skills, might be introductory or advanced, might tackle political, economic, social or philosophical issues. Still, the core thrust of the IAF political dialogue programme is to generate and disseminate liberal thought.

The English umbrella-term 'politics' with its threefold meaning of „polity, politics and policies" gives us some indication of the content and structure of the IAF programmes. Polity represents the institutional part of politics, government and state structures, the electoral and the party system, for example. Politics proper refers to the procedural aspects, the rules of the game and its practical routines and operations. Policies, finally, define and describe contents, the political ideologies, their programmes and specific practical solutions. The IAF seminars, as they evolved over the years, comprise all three subcategories. A closer look does nevertheless reveal an emphasis on political procedures and liberal political solutions, a reasonable approach for an institution with a mandate to promote political dialogue by and for practitioners.

But the IAF dialogue programme's achievement goes even further, it produces an added value flowing from the dia-

¹ The term liberal or the idiom Liberalism is used in the classic European sense.

logue process itself. Namely, the collective creation of political and social meaning based on a core set of liberal values (such as liberty, private property, choice and opportunities). The interaction itself is not limited to the Academy seminar rooms. It is a process that also takes place in working groups, in the cafeteria, in halls and corridors and at the bar in the evenings. Communication theorists distinguish, in the wake of Bohm's concept of dialogue, three qualities of communication: antagonist (conflict driven and static), boring (status or protocol related) and creative communication (generating common meaning and shared understanding). With tolerance and mutual respect reigning at the Academy and the specific appreciation of the individual participants and their capacities, a new quality has evolved here that we might call *creative communication on liberalism*. It explores, in this special location, the possibilities of enhancing liberty and fostering freedom's opportunities worldwide. And this is no longer limited to the physical presence in the seminars at the Academy. Post-seminar internet fora, regional and local IAF alumni activities, carry this dialogic momentum forth, expanding liberal thought globally.

Are there any pitfalls to be avoided? Yes, indoctrination and ideological rigidity, on the one hand, and boredom and arbitrariness, on the other. How can participants and facilitators avoid them? Bertrand Russell gave us a liberal decalogue², a list of recommendations we might well consider at the Academy:

1. Do not feel absolutely certain of anything.
2. Do not think it worth while to proceed by concealing evidence, for the evidence is sure to come to light.
3. Never try to discourage thinking for you are sure to succeed.

2 'The best answer to fanaticism: Liberalism', first published in the New York Times Magazine, in 1951

4. When you meet with opposition, even if it should be from your husband or your children, endeavour to overcome it by argument and not by authority, for a victory dependent upon authority is unreal and illusory.
5. Have no respect for the authority of others, for there are always contrary authorities to be found.
6. Do not use power to suppress opinions you think pernicious, for if you do the opinions will suppress you.
7. Do not fear to be eccentric in opinion, for every opinion now accepted was once eccentric.
8. Find more pleasure in intelligent dissent than in passive agreement, for, if you value intelligence as you should, the former implies a deeper agreement than the latter.
9. Be scrupulously truthful, even if the truth is inconvenient, for it is more inconvenient when you try to conceal it.
10. Do not feel envious of the happiness of those who live in a fool's paradise, for only a fool will think that it is happiness.



The IAF goes online... the International e-Academy



International e-Academy for Leadership

In 2005 the IAF started a new seminar model based on the experience of the online programme of the Foundation's German education programme: the International e-Academy. It comprises a preparatory online-phase and a face-to-face seminar at the Theodor Heuss Academy in Gummersbach.

During the online phase around 100 participants from all over the world discuss basic ideas of the seminar topic and share experience through various online tools on a bilingual platform (English and Spanish). They even use modern IT tools such as wikis to produce common working group results and solutions. In this way the online phase is in itself a comprehensive learning cycle.

All participants, who have followed the full e-course and achieved a certain score, receive a certificate for the successful completion of the online seminar. To give this course a competitive edge, the 24 best participants of the online phase are then invited to the face-to-face seminar in Gummersbach, where discussions from the online course are taken up again and developed further. Experience has shown that the commitment of e-Academy participants and the quality of discussions during the Gummersbach course are extremely high.

This concept has been used on various topics such as, "Liberalism", "Local Government", "New Public Management" or "Strategic Planning".

The latter won the European e-Learning Award EureLeA 2008 for the IAF in March 2008. The European e-Learning Award is presented each year at the CeBIT Fair (Hanover) to best-practice projects in further education which employ e-teaching and learning methods.

This new seminar concept offers exciting options for innovative learning methods and networking among participants.

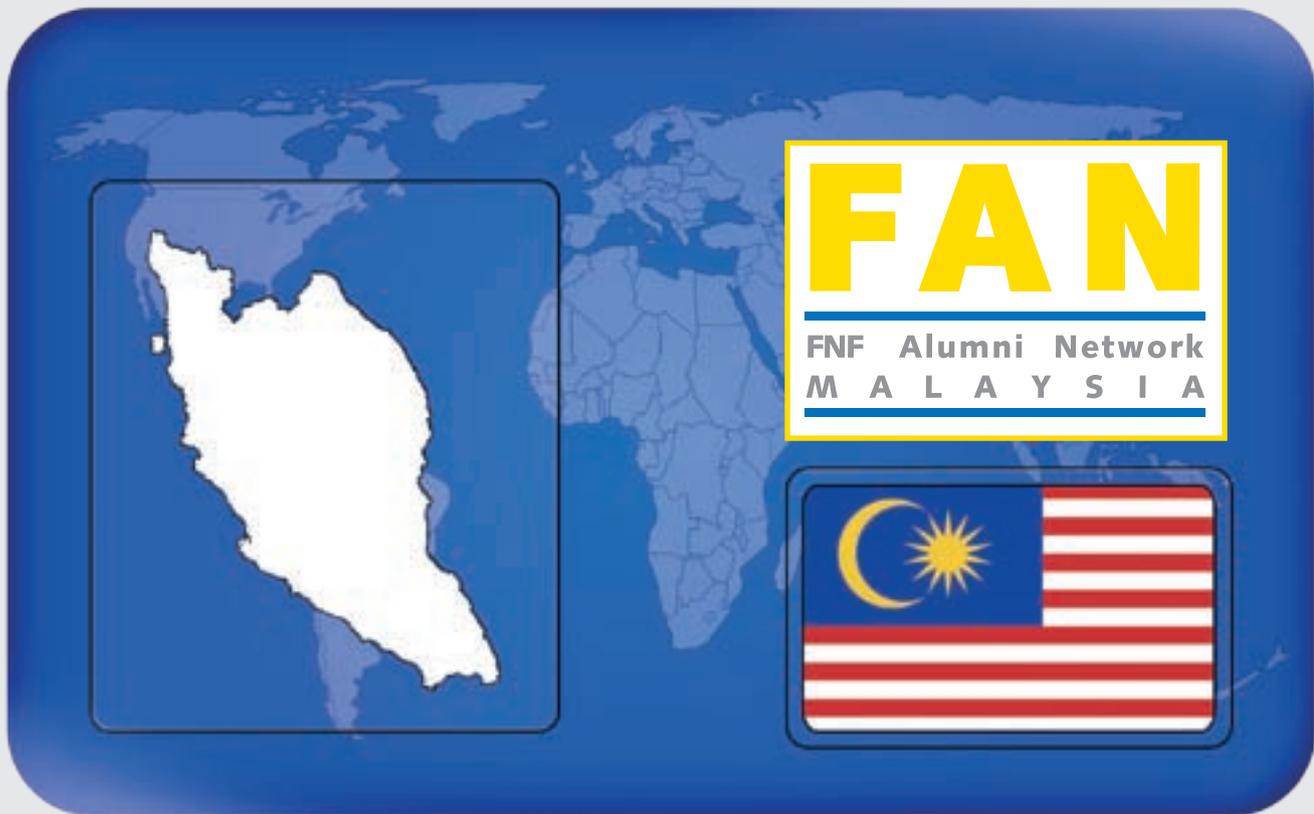
For further information on our e-Academy programmes, please, refer to e-academy.fnst.org



FAN Malaysia

A home for IAF alumni and an IAF success story

Contributed by FAN Malaysia



Over the years many young Malaysians – leaders in their own fields – have attended IAF events in Germany, learning from seminar discussions and discovering innovative and interactive methods for promoting the liberal agenda.

In March 2006, a group of us got together to see how to apply at home what we had learned at the IAF. We wanted to share experiences with other colleagues from this Southeast Asian country, where civil movements and rights groups have been mushrooming for a decade.

The birth of FAN Malaysia (FNF Alumni Network Malaysia) is an example of how former IAF participants can contribute to advocating liberalism in their own countries.

FAN Malaysia brings together individuals excelling in their work in NGOs, government agencies and media outlets. Indeed, even politicians from rival parties, who are often at loggerheads, have joined us!

We are an informal network with a loose leadership structure, and we believe that IAF alumni should contribute to projects with their skills.

Although a fledgling group, FAN Malaysia has already won accolade and is recognised as a successful model helping committed individuals to take up proactive roles promoting liberalism.

FAN Malaysia organises seminars and supports local FNF partners, including political parties and civil society groups interested in liberalism. We assist in the publication of documents. Moreover, we replicate IAF seminars in our country and, since July 2006, different groups of us have taken part in these monthly events. We have compiled the methods used in the seminars in booklets that serve as modules, documentation and reference material for other alumni. So far, four modules have been published.



Our efforts have prompted other local groups to seek our facilitation skills and to organise workshops jointly.

FAN Malaysia has become a vibrant platform for former participants who can both deepen what they started at the IAF and reinforce ties between themselves. In turn, these alumni networks strengthen the Academy and the FNF as a whole.

In the IAF seminars we were first exposed to civic education methods for promoting liberal values and freedom – including political debates and world cafe events – that are relatively new in Malaysia. For those returning home with new perspectives, FAN Malaysia offers an opportunity to put what they learned in Germany into practice in their professional and private life.

FAN Malaysia: taking the first steps in the promotion of liberalism in our country.

Seminar “Freedom, Property, Rule of Law. Liberalism In the Age of Internet”

An example of cooperation between the IAF and the FNF Office in São Paulo, Brazil

Rainer Erkens, Director, Project Brazil, São Paulo, Brazil



Carla Sehn

„Freedom and Property“ is one of the priority topics of the Friedrich Naumann Foundation for Freedom, and the local Foundation office wished to hold a seminar early in 2009 for its most important Brazilian counterpart – the young people supporting the “Democrats”. A preparatory meeting took place in January 2009 in Curitiba (Paraná) with the chosen seminar facilitators – Marcelo Puppi, Carla Sehn and Kaliana Kalache – all of whom had experience moderating Gammersbach IAF seminars and wideranging backgrounds in political training.

By March 2009 the draft seminar agenda was ready but it was decided to give it the finishing touches only after Marcelo Puppi, the leading programme designer, attended the April IAF “Freedom and Property” seminar in Germany. Puppi returned from Gammersbach with plenty of ideas, a bunch of documents (later translated into Portuguese) and various IAF methodological and training guidelines. This became the basis for the new seminar programme aimed at young Brazilian liberals, entitled “Freedom, Property, Rule of Law. Liberalism In the Age of Internet”. The seminar was held five times from June to October 2009 with a total participation of around 150 youngsters of the “Juventude Democratas”.

Although shorter than the IAF event, the two-day Brazilian seminar retained many elements of the German one.

Apart from duration, there were two other main differences. Firstly, the Brazilian participants chose specific discussion topics which varied according to seminar venue, including the unsolved property situation in the Amazonian region (that leads to tropical forest destruction), high taxation rates and fees in Brazil, or commercial piracy (fashionable brands, CDs, computer programmes). The debates on these and other issues made clear that property cannot be secured without the rule of law and a market economy, two areas in which Brazil has significant problems as the participants critically pointed out.

Secondly, participants also received training in practical skills – a tradition in Brazilian seminars for young people-, on how to use the Internet as a political tool. The focus this time was on blogging and twitting. Participants learned how to twit on property and rule of law issues, and how to share information through electronic media. Moreover, the seminar activities were immediately posted in the youth association’s blog webpage by an experienced female journalist. This meant that youngsters not physically present could also take part from afar. Finally, after the five-seminar series, a “Forum of Young Thinkers” was created and has become a permanent feature of the party youth wing webpage (www.juventudedemocratas.com.br) allowing association members to discuss different and often controversial topics every week via the Internet.

In Brazil, the success of the new seminar has been such that it will held again to meet high local demand. But it has also become an “export hit”. The seminar was presented to other FNF colleagues, where it was received with great interest. Everyone agrees that, through its seminars and programmes, the IAF performs an important preparatory and introductory job that inspires the projects in their own local efforts.



Marcelo Puppi

Participants' perspectives on liberal training in Germany

"In a situation such as the one we have now in Gaza, the value of attending IAF seminars and workshops becomes clear. Once we have attended a workshop together, we can never look at a situation such as the one in Gaza in a dispassionate manner again. To me, it is Tareq and his family and friends in Palestine and Oren and his family and friends in Israel. Thanks to the IAF I can put faces to the people in each area and that changes everything!"

(Astrid Basson, Town Councillor and Communication Trainer, South Africa)

"Let me take this opportunity to thank you for giving platform for all of us to come, interact, learn and finally bring a positive and liberal change in our own country."

(Rajan Kumar Singh, Core Member, Liberal Youth Forum India)

"The seminar though short will certainly be useful in our professions and all the work that we do for our community. There are many things that I learned from the 1-week seminar, which I can explore further and implement at my work place, not forgetting the friendship that has been built and will be with us forever."

(Ng Yeen Seen, Communication Director, SEDAR Institute, Malaysia)

"...this opportunity has been fantastic for me. I benefited immensely – personally as well as professionally."

(Dr. Claudia Ruiz Casasola, Ministry of Education, Guatemala)

"The course was conducted with sheer efficacy and efficiently. Moderators were able to provide information and include participants in discussions. The sharing of experiences, strategies and learning first hand on what was happening in different parts of the world were truly great."

(Nora Murat, Executive Director, Amnesty International, Malaysia)

"...during my 10 days of intensive training in Gummersbach, I have gained so much knowledge and training. Continuous consultations, dialogue and consensus building were effective in motivating the participants from diverse background, culture and religions."

(Nora Affiza Baharuddin, Parti Gerakan Rakyat Malaysia)

"What I gained most from the Academy was for human rights to have a face: a face embodied by all the participants who shared their experiences... And there I realized the importance of these international academies and seminars. It brings together people who would otherwise not have met. It makes us connect at a deeper level and learn to value each other, not just as a face or a name, but as fellow human beings, and more importantly, as friends."

(Leah Veronica Olores, Attorney, American Bar Association Asian-Law Institute, The Philippines)

"For me as civil servant of the Cambodian government these topics were very important. Particularly, I learned about new perspectives of liberalism and the relation between human rights and sustainable development."

(Ratha Chhan, Cambodia)

Friedrich Naumann Foundation for Freedom
Department International Programmes and Conferences in Germany
International Academy for Leadership (IAF)

phone: +49 (0) 22 61-30 02 162

fax: +49 (0) 22 61-30 02 165

birgit.lamm@freiheit.org

www.iaf.fnst.org

www.freiheit.org

Friedrich Naumann Foundation for Freedom



International Academy for Leadership | www.iaf.fnst.org

