



# CAUX FOUNDATION IMPACT STUDY

Summary Report

**2023 - 2025**

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Sandstone Consulting, April 2026

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## 1. Introduction

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The **Caux Initiatives of Change Foundation (Caux Foundation)** has committed to a tri-annual impact study cycle as part of its 2022–2030 strategic framework.

This first review (2023–2025) conducted by **Sandstone Consulting**, will assess the extent to which the Foundation is advancing its mission and vision through the **Caux Transformative Experience (CTE)** strategy and its dual engagement pillars: Global Engagement and Swiss Engagement (2023-2030).

This study will also contribute evidence and insights for the mid-term review of the 2030 Strategy scheduled for early 2027. In this

regard the focus here is more on how the mission delivery has evolved and the results achieved rather than evaluating specific strategies or the functioning of the foundation.

The abbreviated form of the report will first recap the Caux Foundation's mission and key elements of the strategy, then describes the evaluation framework used. This is followed by a description of the Programmatic Initiatives and Work Areas and timelines of developments. The final section is a summary of the main findings answering the impact study questions.

To receive a copy of the full Impact Study Report please write to [info@caux.ch](mailto:info@caux.ch)

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## 2. The Caux Foundation's Mission and Strategy

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### 2.1. Caux Foundation's Purpose, Vision and Mission

The **Caux Foundation** is a Swiss private non-profit foundation established in 1946, when the former **Caux Palace** was acquired as a centre for dialogue, reconciliation and peace.

The Caux Foundation is both the Swiss national body of the global Initiatives of Change (IofC) network and a founding member of IofC International, which has consultative status with the United Nations Economic and Social Council (ECOSOC) and participatory status with the Council of Europe.

The purpose of the Foundation is stated in the statutes as follows:

- To work for a just and democratic society by strengthening its moral and spiritual foundations
- To heal the wounds of history
- To encourage a sense of responsibility at the individual and family level
- To promote an ethical commitment in professional life and in companies
- To create networks of men and women from different cultures and religious traditions

This historical reference is important as it makes clear that the Caux Foundation is a foundation with a long-standing social mission. The Caux Palace as a venue is not the *raison d'être*, it's a key vehicle through which the social mission is delivered.

The statutory purpose has been interpreted into a vision and mission statement adapted for the current period, while staying true to the statutory purpose.

#### VISION <sup>1</sup>

The Caux Foundation's vision is a world in peace where people act from a sense of responsibility and global interdependence."

#### MISSION <sup>1</sup>

The Caux Foundation's mission is to inspire and host people with diverse beliefs, backgrounds and cultures, to build trust across the world's divides, live with integrity and lead ethically.

<sup>1</sup> This is the 2023 version which was further updated in 2025

## 2.2. The Caux Foundation 2023-2030 Strategy

The **2023 Strategy** was developed under the umbrella of the **Caux Transformative Experience (CTE)**, presented in a series of complementary documents defining objectives in all key areas.

### 2022 - 2030 STRATEGY THE CAUX TRANSFORMATIVE EXPERIENCE



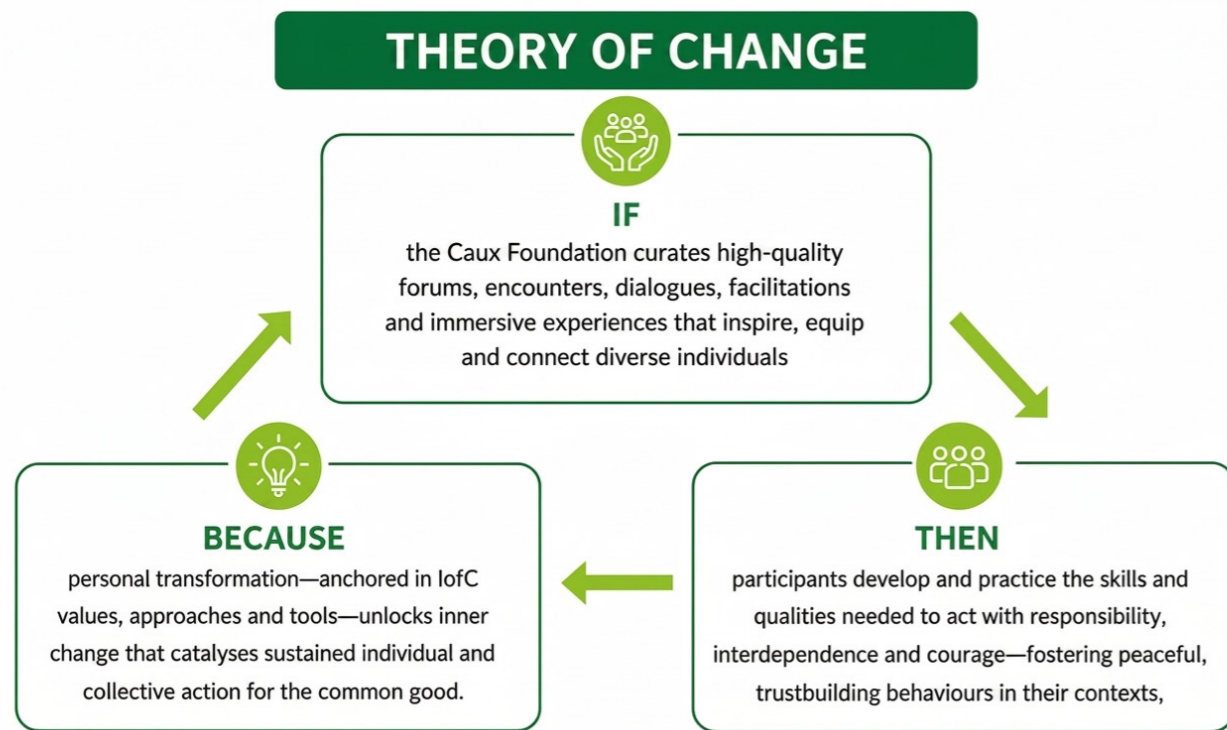
As the Caux Foundation's mission indicates, it is primarily an enabler of change rather than a direct implementer. Its strategic priorities align to this enabler role, supported by the following approaches:



The strategy identifies priority initiatives around which to build its partnerships and focus the spaces it is directly involved in creating.



These initiatives were key elements of the strategy as they were the main vehicles through which the Caux Foundation would work in a joined-up, programmatic manner and not just from event to event. The Caux Foundation applies the following theory of change.



These initiatives, the theory of change and the promise of value were the key elements informing the Impact Study Framework presented in the following section.

### 3. Impact Study Framework

This section outlines the impact study framework presenting the key questions investigated.

Caux Foundation’s work is not a linear process of setting a direct impact objective and then seeking to reach it. They do not seek to define or control potential impact, they interface with others as part of their ecosystems, as a facilitator, partner and force multiplier. This is reflected in the Caux Foundation’s theory of change presented in section 2.

Caux Foundation acts as an enabler, partnering with other conveners or with individuals and organisations whose mandates are directed more toward achieving direct impact. **Within this review, impact refers to the extent to which the Caux Foundation’s mission and theory of change were realised in practice over the 2023–2025 timeframe.**

The key, overarching question reflects the purpose of this study, which is to establish the progress made during the first cycle of the 2030 Strategy. The first three subsidiary questions mirror the theory of change with a final question for completeness, addressing internal enabling strategies.

#### KEY QUESTION:

What progress has the Caux Foundation made in implementing the CTE approach and the 2023–2025 goals outlined in its Global and Swiss Engagement Strategies and to what extent has this impacted individual and collective change among stakeholders?

#### SUBSIDIARY QUESTIONS:

1. Has the Caux foundation been successful in its programmes, curating high-quality forums, encounters, dialogues, facilitations and immersive experiences that inspire, equip and connect diverse individuals?
2. Have partners and participants been able to develop and practice the skills and qualities needed to act with responsibility, interdependence & courage, extending their networks and fostering peaceful, trustbuilding behaviours in their contexts?
3. Has the concept of personal transformation, anchored in lofC values, approaches and tools, resonated and served to unlock inner change that catalyses sustained individual and collective action for partners and participants?
4. How have the Caux Foundation enabling strategies contributed to the impact achieved?

The Methodology and list of persons consulted in the study is given in [Annex 1](#) and details of the survey included below in [Annexes 2 and 3](#). In addition to the comments and inputs provided by the interviews and survey, there were also more extensive testimonials provided of personal experiences with the Caux Foundation, as referenced in [Annex 4](#).

## 4. Work organisation and key developments from 2023 to 2025

This section will describe how the Caux Foundation team works, how this relates to the key initiatives and core work, and will then provide timelines showing the overall journey and progress over the period. The full report, available upon request, goes into detail on where these initiatives came from, how they were developed, and the feedback of the those involved; it also provides case studies and a comprehensive summary of the progress made. A full table of events and activities held at Caux can be found in [Annex 4](#).

### 4.1. How work is organised: Introducing the Programmatic Initiatives and Work Areas

The Caux Foundation realises its mission through running its own initiatives, hosting events and collaborating with others. The Caux Foundation is a member of the Initiatives of Change Network, interacting and collaborating with other members in its work.

The Content of the Caux Foundation’s work is structured around **programmatic initiatives** and defined work areas, all of which link to the core Caux concept of personal transformation as the foundation for wider societal change. The initiatives demonstrate that personal, inner development, is relevant and arguably necessary for realising outward impact. In this strategic cycle there has been an intentional effort to work in a joined-up, programmatic way, providing continuity from past, to present and future action.

### Inner Development

Inner development is at the very core of the Caux Foundation’s work, rooted in its long-standing concept of change starting with the individual. So, while inner development as a programme working with the IDG network is new, the concept of inner development itself runs deep in the Caux Foundation’s history and as such is integrated in all other programmatic areas.

### Caux Arts and Peace Encounters

is a programme that brings together the two fields of arts and peacebuilding to explore what each can offer the other in creating meaningful, lasting change. The core idea is that when people engage deeply with both artistic practice and peacebuilding principles, they begin to see how the two are fundamentally connected. The arts cultivate empathy, imagination, and creative vision; human qualities that are also at the heart of building peace. And peacebuilding, in turn, gives the arts a purposeful, relational context. Through this process of discovery, participants don’t just gain understanding they are moved to act.

The Caux Palace and Villa Maria are key venues owned and used by the Caux Foundation for their own events and by other organisation for their own initiatives, or gatherings. To deliver this work, the team are organised around three main **Work Areas**<sup>2</sup> :

### Hospitality for Change

The ‘**Hospitality for Change**’ strategy ensures that all hosted gatherings and events are supported in a way that reflects and communicates the Caux Foundation approaches.

### Revitalising Democracy

The Democracy Programme levers off the statutory purpose ‘to work for a just and democratic society’. This initiative creates spaces for dialogue and learning on revitalising democracy, with a focus on democratic governance, human rights, and fostering societal cohesion. The initiative seeks to reframe democracy as a living, relational practice rooted in empathy, dialogue, creativity and shared agency rather than merely institutional. The content has focussed on values, strengthening individual capacity to participate in democracy and intersectional aspects such as power dynamics, justice and identity. Key events are the annual Caux Democracy Forum, the Geneva Democracy Dialogues and Geneva Democracy Week.

### Youth/Creative Leadership

This is a stand-alone programme that enables autonomous youth leadership on issues they identify and also facilitates youth inclusion in other Caux Foundation Initiatives.

## Global Engagement

The **Global Engagement** serves as a two-way bridge that in one direction enables collaboration to support, enrich and maximise the influence of Caux Foundation initiatives and in the other direction enables Caux to collaborate, add value and be visible in initiatives led by other organisations and conveners. It also serves to maintain strategic links with the Initiatives of Change international network

## Swiss Engagement, Arts, Culture and Heritage

**Local Swiss Engagement, Arts, Culture and Heritage work** seeks to provide the bridge to Swiss society, to improve understanding and support of the mission and work that the Caux Foundation does today. The team collaborate with local authorities and local organisations to promote and host art and cultural initiatives, events and gatherings of various sizes and to foster social cohesion. The Caux Palace is now a class A heritage site of national significance which creates valuable opportunities to increase visibility and interest for the Caux Foundation’s mission.

<sup>2</sup> Note: This work is also supported by dedicated communication staff, teams working on the building up-keep, fundraising staff and the general leadership.

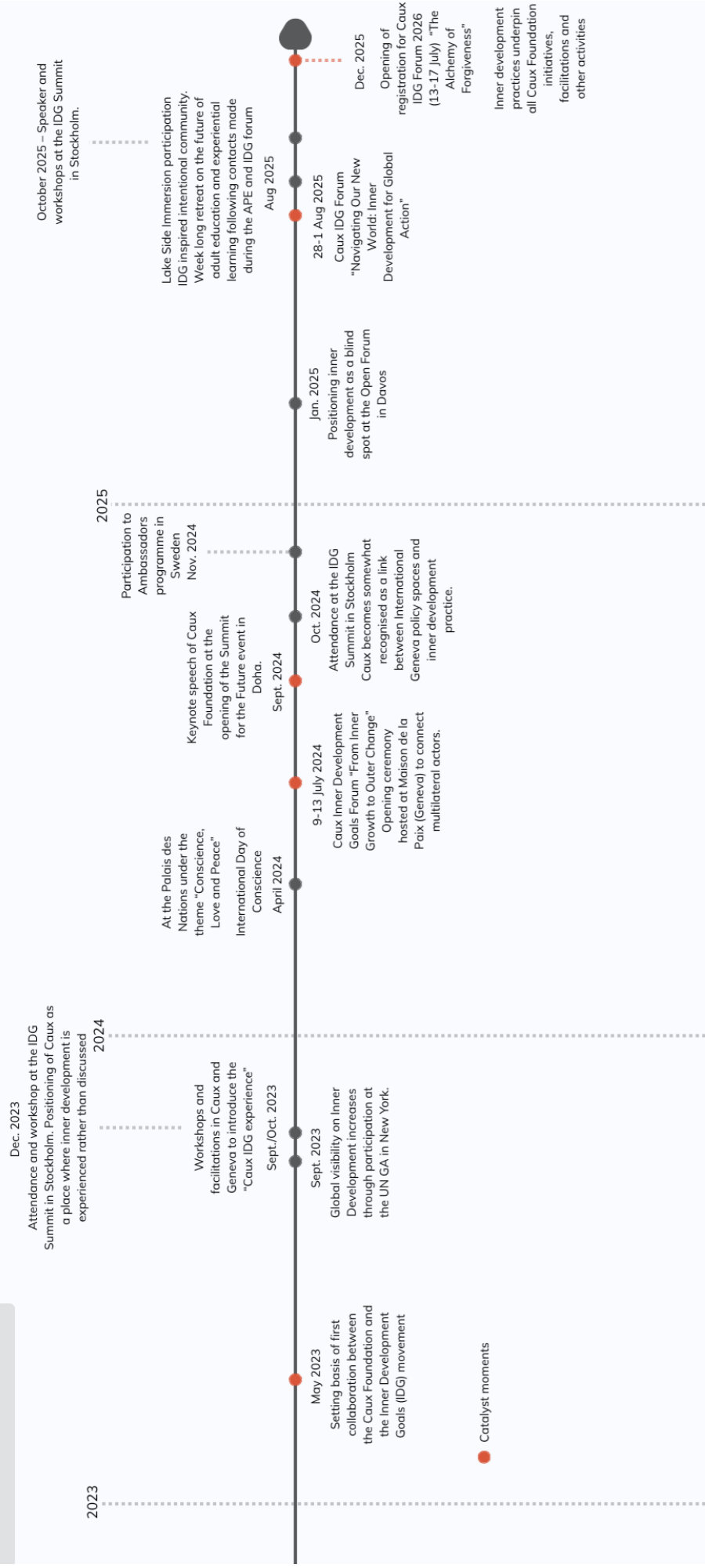
## 4.2. Timelines for the programmatic initiatives and key work areas

The following timelines reflect some of the key moments in each of the following programmatic initiatives and work areas:



The red points on the diagrams refer to catalytic moments: developments, decisions or events that were key accelerators for the work.

INNER DEVELOPMENT AGENDA



IN BRIEF:

- Inner development has been at the core of the Caux Foundation social mission from its conception. As inner development is so linked to the identity of the Caux Foundation, its true value is in the degree to which it is cross cutting, informs and catalyses all Caux Foundation work.
- Between 2023 and 2025, Caux brought together the adoption of the

Inner Development Goals framework, with the Caux Transformation Experience and has evolved towards being a recognized practice hub for inner development more broadly.

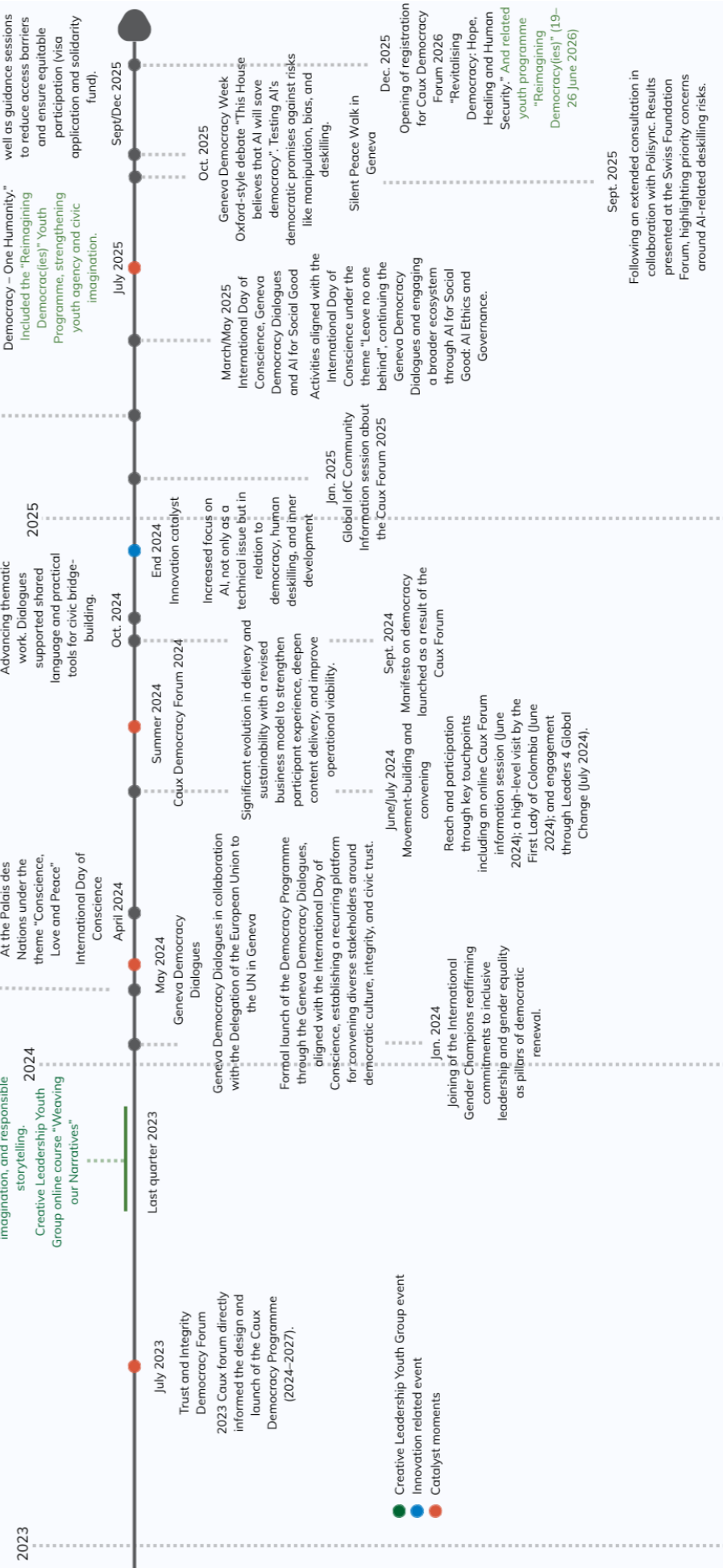
- 2023 saw the seeding of new collaboration and workshops, 2024 was the first dedicated Inner development forum, ramping up external engagement and in 2025 the second forum, scaling work further.



Catalyst moments

Inner development practices underpin all Caux Foundation initiatives, facilitations and other activities

REVITALIZING DEMOCRACY CAUX DEMOCRACY PROGRAMME 2024-2027



Innovation related event



Catalyst moments

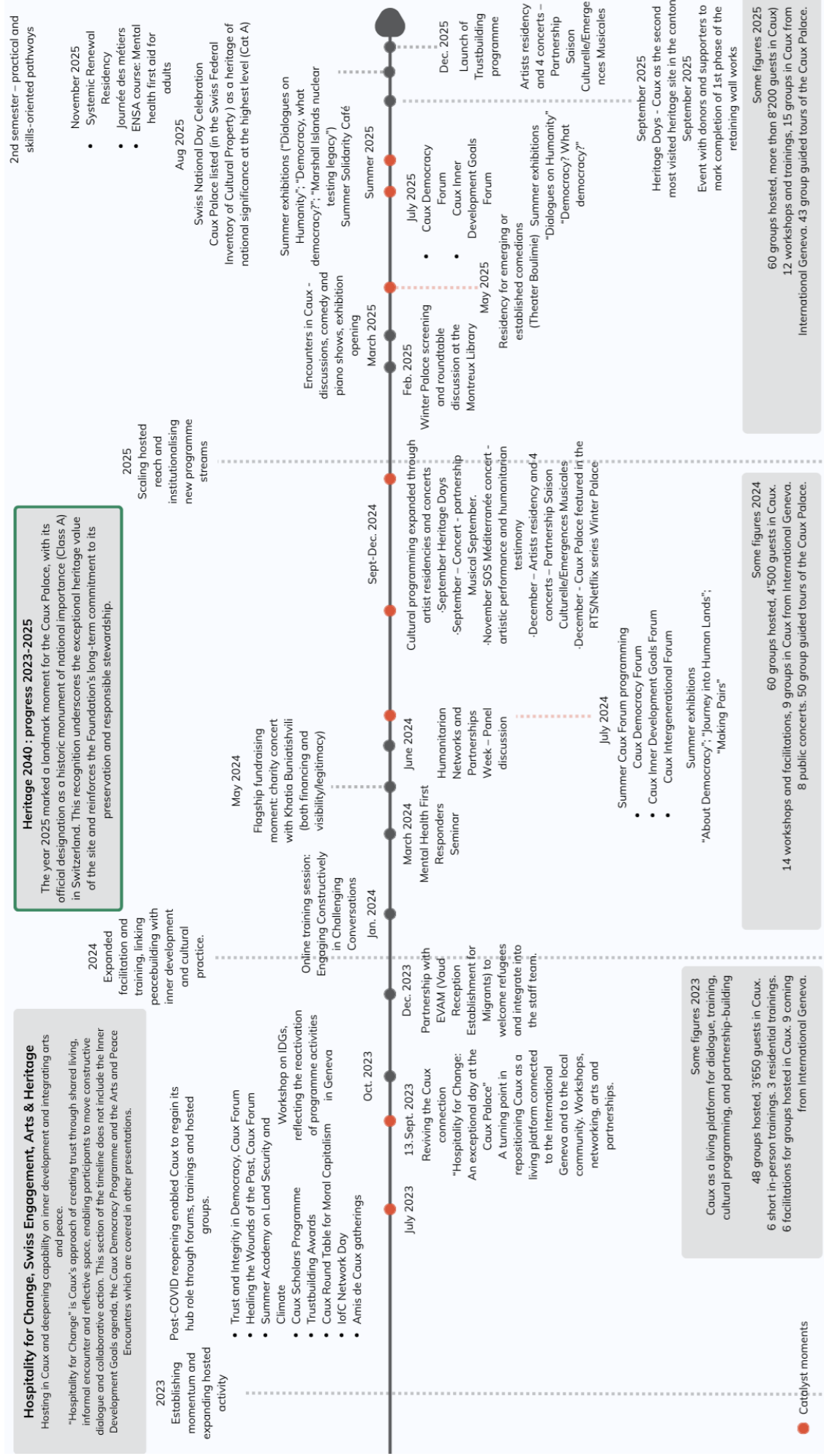
Following an extended consultation in collaboration with Polisync. Results presented at the Swiss Foundation Forum, highlighting priority concerns around AI-related deskillings risks.

IN BRIEF:

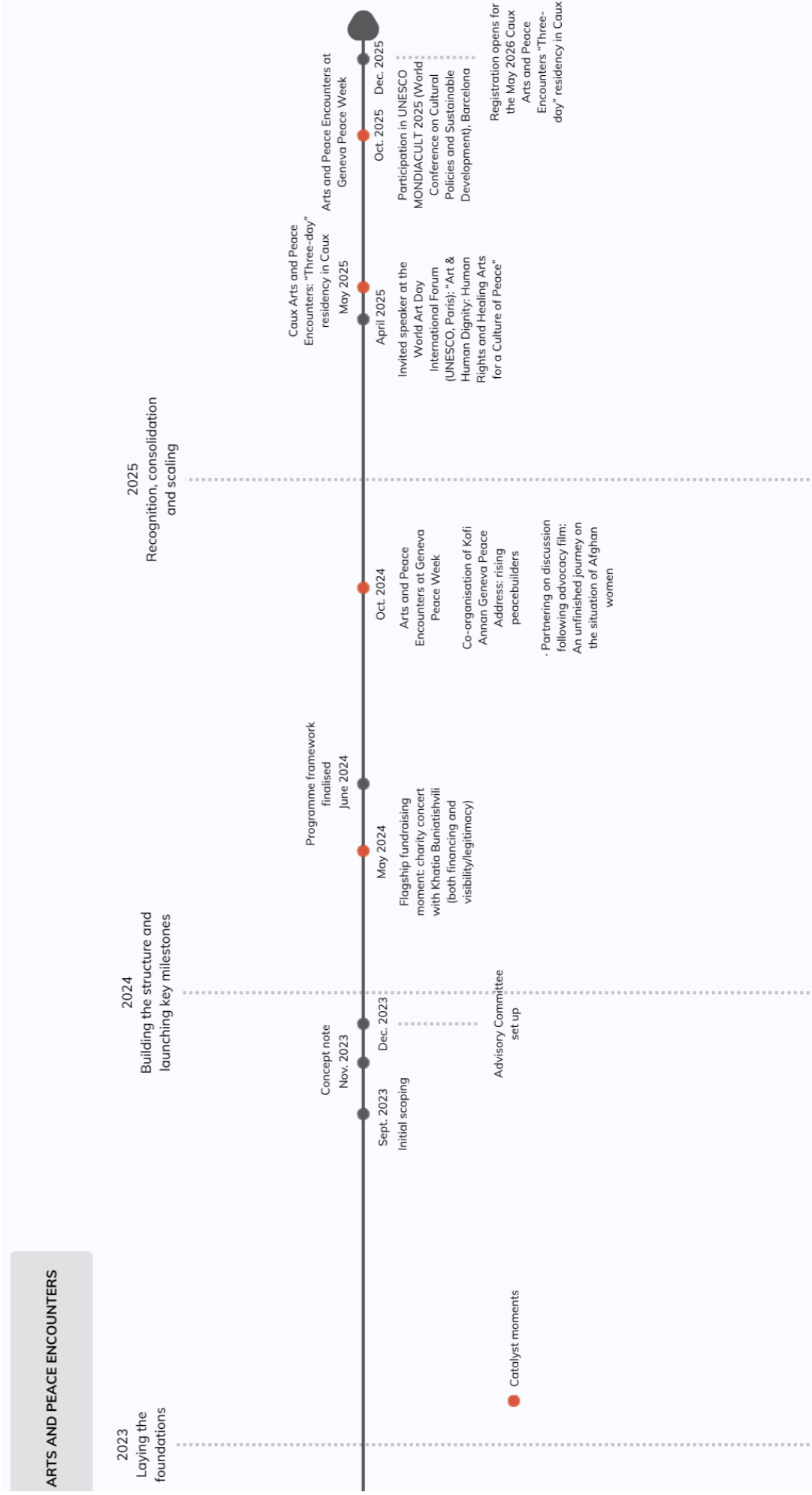
- The Caux Democracy Programme was launched at the 2023 Caux Forum and that year made the connection to the Creative Leadership Programme and the theme of youth leadership more broadly.
- In 2024 in advance of the first Democracy Dialogues, Caux collaborated with the EU in the Geneva Democracy Forum. This engagement was used in the design of the Forum resulting in a successful event and a valuable accelerator for the programme. The outcomes of the Forum in

turn informed further Geneva engagement through the rest of the year. Late in 2024 the Caux Foundation worked with others in making the link between AI and Democracy.

- In 2025 the internal and external initiatives continued with the forum focusing on individual agency, youth leadership and generating powerful dialogues, notably an engaging and dynamic session between Afghan women with diverse experiences. Again, the outcomes fed into external initiatives during the year.



**IN BRIEF:** The hospitality work supported all of the Caux Foundation's initiatives and those of others. There were multiple interactions and events linked to Swiss engagement throughout the period, notably the cultural programming expanded through artist residencies and concerts established through collaborations locally.



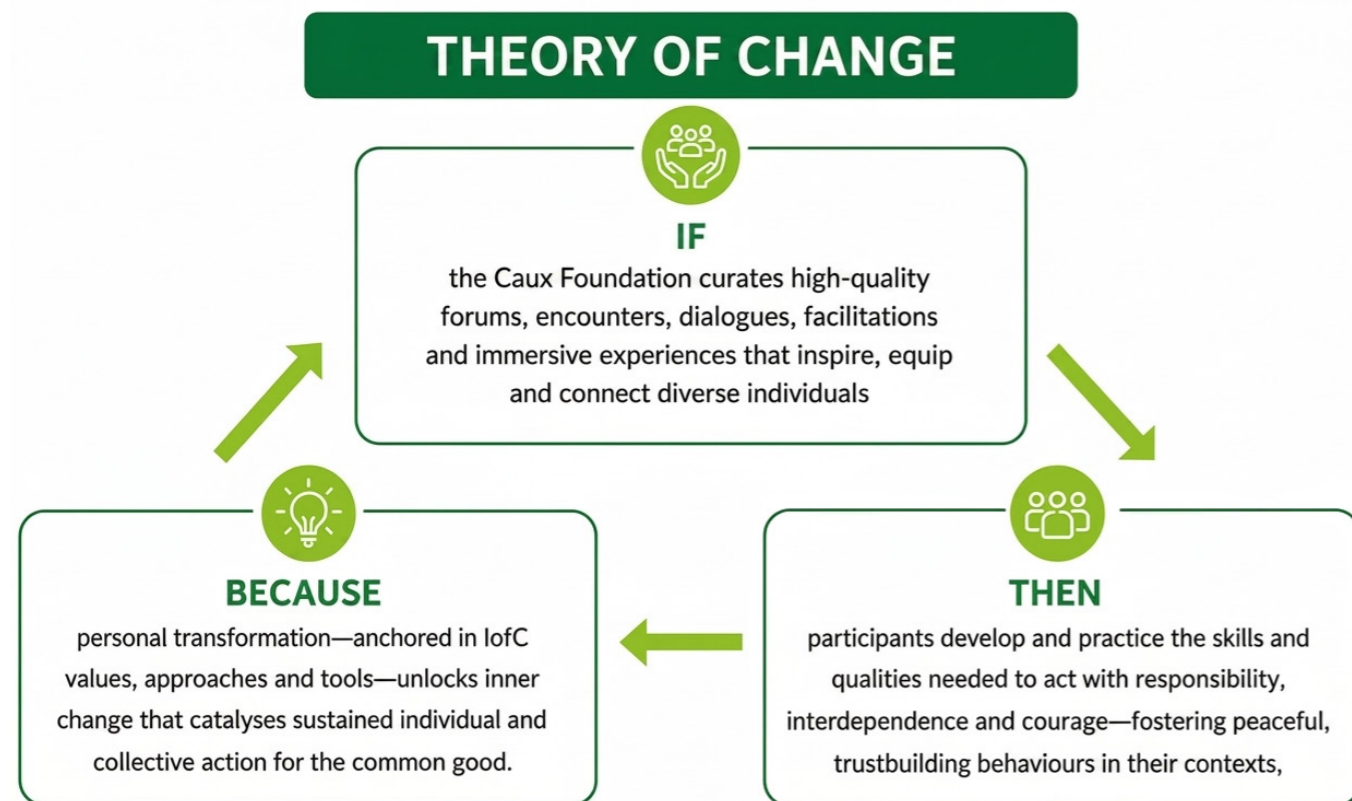
**IN BRIEF:**

- The Arts and Peace work was conceived in 2023 inspired by the Caux Foundations history in peacebuilding and in 'healing the wounds of history'.
- In 2024 there was a flagship launch event to give visibility and highlight the legitimacy of the Caux Foundation in this work. Later that year Caux collaborated in the design and implementation of the Arts and Peace Encounters at the Geneva Peace week.
- In 2025 the Caux Arts and Peace Encounters was hosted at the Caux Palace with a three-day event. Later that year there were more external initiatives including a second Arts and Peace Encounters at the Geneva Peace Week.

# 5. Summary Referring to the Impact Study Evaluation Questions

As mentioned at the outset, as Caux Foundation is primarily positioned as an enabler and to some degree an influencer rather than an implementer. This 'indirect' added value can make it challenging to measure impact and so, before presenting the findings it is important to clarify the approach taken.

The Caux Foundation have developed a **theory of change** as follows<sup>3</sup>:



This study was designed with reference to the original terms of reference and with the premise that if Caux Foundation can show progress on realising the theory of change, then it can also consider it has achieved its desired impact and or positively influenced its stakeholders and the ecosystems in which it operates. This led to the following framework.

<sup>3</sup> Presented as cycle rather than in a linear form as it reflects practice more accurately

## KEY QUESTION:

What progress has the Caux Foundation made in implementing the CTE approach and the 2023-2025 goals outlined in its Global and Swiss Engagement Strategies and to what extent has this impacted individual and collective change among stakeholders?

## SUBSIDIARY QUESTIONS:

1. Has the Caux foundation been successful in its programmes, curating high-quality forums, encounters, dialogues, facilitations and immersive experiences that inspire, equip and connect diverse individuals?
2. Have partners and participants been able to develop and practice the skills and qualities needed to act with responsibility, interdependence & courage, extending their networks and fostering peaceful, trustbuilding behaviours in their contexts?
3. Has the concept of personal transformation, anchored in lofC values, approaches and tools, resonated and served to unlock inner change that catalyses sustained individual and collective action for partners and participants?
4. How have the Caux Foundation enabling strategies contributed to the impact achieved?

This section will describe the findings firstly in reference to the subsidiary questions and then conclude with an overarching conclusion referring to the key question.

The material on which the findings are based includes documentation, interviews with stakeholders, written inputs from the Caux Foundation team and a survey. The full survey results are given in **Annex 2 and 3** along with some short context notes on the scope and nature of the responses received.

### Question 1: Has the Caux Foundation been successful in its programmes, curating high-quality forums, encounters, dialogues, facilitations and immersive experiences that inspire, equip and connect diverse individuals?

During the strategic period the Caux Foundation has been '**mission lead**' rather than '**service lead**'. They have positioned themselves as being more than just a venue providing service, building on their role as an enabler. The Caux Foundation has also sought to be an influencer in selected areas linking with other conveners and networks. This mission/values driven approach has been visible in how they define quality and has been appreciated by those exposed to it.

There was a concerted effort to work in a **more programmatic or joined-up way** around selected initiatives showing that the Caux Foundation's approach has value beyond events and beyond individual transformation. The team has galvanised around this and while only a few years in, the approach and sense of purpose has been successful, is resonating with collaborators and delivering the Caux Foundation's promise to equip, connect and inspire.

### Survey responses on relating to question 1:

People were asked the degree to which they felt inspired, equipped and connected as well as the degree to which they would like to interact further with Caux Foundation (see Annex 3 Question 11). All Cases between 70% and 80% answered 'significantly' or 'very much so'. A very positive outcome.

Answering question one in terms of the success of programmes, referring to the initiatives

## Inner Development

**The Caux Palace has moved towards being a centre for Inner Development.** The centrality of inner development is rooted in the origins of the Caux Foundation. The Caux Foundation has delivered quality events that have been developed collaboratively and are highly appreciated by participants. They approached events as immersive and creative experiences from the outset; focussed on being, thinking, relating, collaborating and acting. This immersive aspect, together with the environment of the Caux Palace has contributed to the quality of events as perceived by participants.

In addition to **Caux Forums building upon each other each year**, the **Caux Foundation has also engaged externally on Inner Development** including in United Nations' forums in Geneva, Summit for the Future in

Doha, in Davos and across the Inner Development network.

Inner development is foundational and **seamlessly informs Caux Foundation's democracy, arts and peace initiatives.**

**In terms of challenges**, the external awareness of the Caux Foundation's social mission and its more joined-up influencer approach is not so well known. Improving this could be a force multiplier. Linked to awareness, some interlocutors seem to **view the Caux CTE and Inner Development work as just another personal development offer**, missing or not buying into the link with broader impact. There is **more that can be done with follow up and network building** that could add to the quality. This requires capacity in an already stretched team.

## Revitalising Democracy

The Democracy Programme levers off the **statutory purpose 'to work for a just and democratic society'** with a focus on individual or person-centred agency, driven by a belief that realising democracy must begin with individuals; a pre-requisite for collective impact. The initiative seeks to reframe democracy as a **living, relational practice rooted in empathy, dialogue, creativity and shared agency rather than merely institutional.** The content has focussed on **values, strengthening individual capacity to participate in democracy and intersectional aspects such as power dynamics, justice and identity.** (The full report, available upon

request, includes a case study of the 2025 Caux Forum for deeper understanding).

The quality of the Caux Democracy Programme is more related to **creating a space, enabling difficult conversations and acting as an accelerator for diverse individuals' own agency rather than directing it or lobbying specific policies or concrete outcomes.** The events were collaboratively designed, creative and engaging, with overwhelmingly positive feedback on the overall experience.

The Caux Democracy Programme has also collaborated and participated to **external forums, not hosted at the Caux Palace, strengthening links with other conveners.** For example, **collaborations on the Geneva Democracy Dialogue and the Geneva Democracy week** generated outcomes that were then used to inform The Caux Democracy Forum. Another example is when Caux helped catalyse discussion on the **role or Artificial Intelligence in Democracy** beyond just the technical aspect of AI.

Based on the feedback given, the **Caux Foundation is becoming a credible, collaborative, relevant actor, bringing a complementary dimension** alongside others promoting democracy in the region.

**In terms of challenges**, while feedback from participants and direct interlocutors is overwhelmingly positive a **deeper systems analysis would provide further understanding** of the potential for the Caux Foundation in this area. Also to inform communication and awareness. As with inner development there is more that can be done with **follow up and network building** that could add to the quality. Along with the many individual stories, there is a narrative emerging of the Caux Foundation journey on democracy and there **could be benefits to better documenting and communicating this.**

## The Creative Leadership Programme (CLP)

The Caux Foundation has **supported the CLP youth leaders in autonomously delivering their initiatives convening and mobilising their network.** The CLP reports that they have reached a community of more than 1.200 inspired changemakers from 120 countries worldwide. They have invited over 60 international speakers to share their stories and engage. Credit for this goes to the CLP itself, with the Caux Foundation very

much in a support role and welcoming the CLP to their events (See below under question 2) .

In terms of challenges, there have been significant resource constraints for this initiative and further to go in ensuring a critical mass of youth presence and participation at Caux Foundation events.

## Arts and Peace Encounters

Conceived in 2023 and started in 2024, this programme brought together the two fields of arts and peacebuilding to explore what each can offer the other in creating meaningful, lasting change. The initiative is grounded in the Caux Foundation's identity from a number of angles but **resonates in particular with the statutory purpose of 'healing the wounds of history'**.

The quality of Caux Foundation's work on peace lies in **bringing the human and emotional perspective, so fundamental to realising peacebuilding goals.** The links to inner development and individual agency provide

complementarity to other initiatives. The Caux events have been of high quality, using art to create an environment some found constructively uncomfortable, removing barriers and allowing emotions to surface in ways more policy-focused forums often avoid. Working with others, Caux has been able to bring this as a complementary contribution. Contributors were explicit in how Caux Foundation has brought actors and ideas together resonating with the goals to inspire, equip, and connect. This program is new, but the quality of work gives promise for further development.

In terms of challenges, the Arts and Peace work is not so well known beyond the direct interlocutors. This is consistent with it being a new initiative. More system analysis could inform future potential, relevance and

strategy further. As with other initiatives, the team's capacity limits their ability to explore all potential follow-ups and opportunities that could strengthen connections and networks further.

## Hospitality for Change

Hospitality for Change has been a cross-cutting strategy where Caux has **not merely hosted events, but served to the shape conditions: physical, relational, and sensory conditions that serve the immersive approaches promoted by the Caux Foundation.** The Caux Forums are spaces where the Caux Foundation has been able to realise this most, but hosted events such as the Emergences Musicales and the annual SKYF yoga retreats were examples where **Caux collaboration to optimise the use of the venue added value.** Feedback on the quality of hospitality was very positive.

Related to hospitality but going much further was the Caux Foundation's Refugee support. As part of the EVAM programme (the Vaud Establishment for Migrant Welcome) in 2023, **the Foundation welcomed 35 Ukrainian migrants providing a stable environment that for some lead to employment opportunities within the Caux Foundation team.** Persons using Caux as a venue were often aware of this and some with working links to Ukraine mentioned how, knowing affected people were close by, **added weight and proximity to their discussions.** This all reinforces the Caux Foundation's goals of immersion, inspiring and connecting. The full report provides a case study on the refugee support.

## Local Swiss Engagement

Local Swiss Engagement has been successful in starting to build bridges to the surrounding communities. Despite resource limitations, **the nature and quality of experiences have been greatly appreciated by partners and participants.** While there is no perception data available, community leaders contributing to the study are convinced that the Caux Foundation is **increasingly recognised as being of public utility** (as as-

pired to in the statutes); it is perceived as a more open and accessible place today than it was three years ago and they were keen to share ideas on how to go even further. The heritage work and status of the Caux Foundation have been a useful platform for supporting their work and **has opened another channel for access and increasing awareness of the mission.**

## Local Swiss Engagement

Global Engagement in Geneva and beyond has been fundamental to the success and quality of Caux Foundation's work with the foundation becoming increasingly part of the International Geneva ecosystem related to its programmatic initiatives. Interactions,

collaborations and events providing a two-way bridge with other stakeholders working in the areas where Caux Foundation seeks to have influence (ie Peacebuilding, democracy and inner development). At the global level, the Caux Foundation has invested in further

strengthening links with the lofC networks. The full report, available upon request, provides an annexe describing the international work in detail.

In terms of challenges, while the hospitality for change has an important impact for Caux Forums and selected guests and promotes the Caux mission, **impact on the many smaller events is limited.** The links with local society have developed but the resources

to communicate more widely are limited and **many do still see the Caux Palace primarily as a beautiful venue.** On other initiatives the team have moved fast and have **struggled to fully follow up, connect and communicate in a way that keeps pace.** While each component has delivered good quality and experiences, **the scale and speed has impacted the degree to which the desired joined up approach is tracked and communicated.**

**Question 2: Have partners and participants been able to develop and practice the skills and qualities needed to act with responsibility, interdependence & courage, extending their networks and fostering peaceful, trustbuilding behaviours in their contexts?**

This question was used to assess the degree to which interacting with the Caux Foundation enables stakeholders to achieve their own goals. While it speaks to behaviours, attitudes and skills, the interpretation has been broadened to explore if stakeholders are getting the value and support, they need, and the degree to which expectations are being met.

The interaction between stakeholders and the Caux Foundation has been through various channels. Through the way the Caux Foundation delivers its core mission, rooted in the inner development work; through its forums where individuals leverage the Caux Transformative Experience for their own needs; by being a force multiplier working with other conveners and influencers on the programmatic initiatives; by bringing complementary, otherwise missing aspects to those collaborations and by offering the Caux Palace and its exceptional environment as a venue for people to use and design their meetings or events.

The hospitality strategy has been a key enabler for all who come to Caux. The Global and International Geneva engagement underlies all the work the Caux Foundation does with other organisations while Local Swiss Engagement has provided opportunities to build an understanding of the Caux Foundation's mission and access for local initiatives to experience the venue.

### Survey responses relating to question 2:

- Meeting expectations/goals. In terms of whether interactions with the Caux Foundation met expected goals the (See Annex 3 Question 12), results were 4 out of 5.
- Responding to whether interaction enabled practising skills, enabling responsibility interdependence, deepened connections and fostering cohesive, trustbuilding behaviours with peers (See Annex 3 Question 13) approximately 25% responded somewhat, 30% significant and 20% very much so.

Encouraging results considering the diversity of activities.

In addition to the survey responses, capturing what people and collaborators gained from working with the Caux Foundation is probably best expressed through the core Inner development work and the programmatic initiatives as follows

## Inner Development

The entire inner development and CTE concept is driven towards **supporting and equipping individuals to be active agents for collective outward impact**. There are many stories and testimonies (available on request) of how interactions with the Caux Foundation have changed people's perspectives, catalysed new relationships or joint initiatives, or served as a life reference to draw upon when the moment is right. In this respect the **Inner Development work has spoken directly to this second impact study question and where there is evidence of impact beyond single events**.

More broadly, over the period Inner Development has gone from being something that was an historical aspect of the Caux Foundation's identity to an **expanding, multi-centred network**, where Caux Foundation, the

lofC network as a whole, the Inner Development Goals Foundation and more recently ALEF Trust have created an upward spiral of collaboration. Each organisation seems to be inspiring the other whereby the Caux events have become a fully co-created space, with mutual benefit for all involved. **The quality of the collaboration, sense of team and mutual benefit across partners came through very strongly in the consultations.**

**In terms of challenges the moving landscape of collaborators and securing resources** is not always easy, but the team navigate this well. **Making the connection between inner development and outward impact needs constant attention and is helped by the Caux Foundation's programmatic initiatives.**

## Revitalising Democracy

This initiative has sought to generate impact beyond events, but mostly through enabling individuals to act, and not through policy lobbies or technical strategies. When asked who the Democracy Programme is for, those closest to designing the Caux Democracy Forum answered as follows.

- **Those actively defending democracy under pressure or risk:** Individuals working in contexts of repression, conflict, or polarization who need more than strategy; they need encouragement, moral support, and safe spaces for honest reflection. The Forum offers a rare environment where courage can be replenished.
- **Those who want to engage but feel isolated or uncertain:** Many care deeply about democratic values yet feel unsure how to act. At Caux, they find orientation, confidence, and networks. They leave not

only inspired but connected.

- **Those who hold power and responsibility:** Leaders, decision-makers, and institutional actors who require ethical grounding and spaces for principled reflection. The Forum offers a setting where leadership is not only strategic, but deeply human.
- **Youth - present contributors and future leaders:** Young people are not symbolic participants; they are integrated into substantive roles, shaping dialogue and contributing actively. The Forum recognizes them not as "the future," but as co-creators of the present.

This stakeholder spectrum has resulted in a space which is **accessible to diverse persons with diverse political interests and, unlike many civil society spaces, has been less**

**prone to 'groupthink' and has welcomed difficult conversations in a constructive environment.** The forum, and initiative more broadly, has brought together a highly diverse range of participants, from youth to political leaders, and those grappling with democratic challenges in different contexts. Afghanistan, South Africa, and Ukraine were cited in this study, among others. **The Caux Foundation's approach has been to create the space (a brave, open and constructive space) and not to control the space.** Putting this together with the environment of the Caux Palace, this is arguably a unique offer.

**Some concrete examples** of initiatives recently catalysed or galvanized in Caux was participatory budgeting in Ukraine, a Jewish-Muslim initiative that had evolved through multiple Caux Forums, and enabling a powerful dialogue between Afghan women from historically conflicting families.

**There were also stories of individuals who attended Caux many years ago**, whose experience lay dormant for a time before resurfacing when they found themselves in positions of responsibility. Impact **was less defined by direct outcomes than by the depth of connection formed and the opportunity for meaningful, sometimes difficult, conversations** that helped prepare them to

pursue their goals, whatever these were, and when the time was right.

In addition to the Caux Foundation led work, **the collaboration on the Geneva Democracy Dialogues, and other interactions throughout the period, has resulted in some meaningful outcomes:** for example the importance of youth leadership, AI for social good, connecting nuclear injustice to democracy and 'leaving no one behind'. The Caux Foundation has always brought the human dimension and the importance of individual agency into these discussions and has used the outcomes to inform its own forums and to evolve the themes identified. **The democracy work is probably the best example of the joined-up way of working that the Caux Foundation aspired to.**

**In terms of challenges**, the degree of space, diversity and self-determination makes it **hard to quantify the impact beyond feedback people volunteer to give.** A more structured approach to harvesting ongoing stories could be helpful. Like other aspects of the social mission, while those closest to the democracy work understand the approach and what the Foundation is trying to do, **the approach does not seem to be so widely understood outside that core group.**

## Creative (Youth) Leadership

**The Caux Foundation has also supported the Creative Leadership Programme in converting its own ideas into action while respecting their autonomous leadership.** The resonance of the Caux Foundation's approaches and values was a key value in this support.

**An example of the self-driven work is "Voices from the Map"** an initiative organised during the mass violence targeting the civilian population in Palestine (eventually declared as genocide by the United Nations). They also raised concerns about global misinformation and the nature of political response.

Other independent work includes **learning design, facilitation, founding an initiative in Egypt ("Lifelong Learning Talks")** to build

learning communities and learning spaces focused on awareness and learning with self, others, and nature, as well as work in **education, development, corporate social responsibility, and university projects.**

Creative Leadership Programme members have been **involved in the Caux Forums as full participants** and session leads. This was appreciated by both the young persons and other participants enabling new relationships and network growth. **This links well to the goals of equipping, inspiring and connecting.**

**The link to democracy and the foundational aspects of the Caux Foundation's approaches have provided a solid base** for furthering the good progress already made.

In terms of challenges, the Caux Foundation would like much more youth involvement and interaction and finding the right

channels, resources and tools to do this work in progress.

## Arts and Peace

**The Arts and Peace work was conceived as a collaborative initiative from the outset.** Conceived in 2023, launched in May 2024, co-organising the Geneva Peace Week in 2024, followed by the Caux Arts and Peace Encounters event in 2025 and again the Geneva Peace Week in 2025. The idea was to build a two-way, mutually supporting dynamic with other actors, connecting them with the Caux Foundation's approach to immersive experiences in arts and peace, and to extending their networks.

**Contributors and collaborators were clear in recognising that it is bringing a new and otherwise underrepresented dimension to the Geneva Peacebuilding ecosystem.** Most other platforms are focussed on policy and technical discussions, which are important, but the Caux Foundation's arts angle is a channel that draws focus to and exposes the essential human and emotional dimension to peacebuilding. **As peace is so often rooted in people's perceptions, sense of safety, trust, forgiveness and acceptance, an appreciation of this aspect is essential.** This was well captured in the closing remarks at the end of the 2025 Geneva Peace Week, by Dr. Annyssa Bellal, Executive Director of the Geneva Peacebuilding Platform.

Considering the findings on the various programmatic initiatives, consultations and the feedback through the survey, it is clear that interacting with the Caux Foundation is bringing value at an individual level and there are mutual benefits at the initiative and organisation-to-organisation level. The full potential is not yet achieved, but some initiatives are new and so this is to be expected. As they are showing potential now might be a good time to be a little clearer on what success will look like as a basis for future assessment of progress.

*"Now more than ever arts, culture, and imagination are not luxuries—they are essential. Peacebuilding pioneer John Paul Lederach reminds us in Moral Imagination that effective peacebuilding requires more than technical solutions; it depends on the creative ability to envision and cultivate a future of justice, reconciliation, and human connection. By combining empathy, cultural understanding, and imaginative thinking, peacebuilders can transform conflict into opportunities for constructive relationships and sustainable peace"*

**Having access to the Caux Palace provides a powerful vehicle for the work, opens doors for collaborators and enables the Caux Foundation to contribute to the initiatives of others.** The Caux Foundation is perceived as relevant and is encouraged to continue this work based on the feedback provided in this study.

**In terms of challenges, the Caux Foundation is still finding its place in the Peacebuilding ecosystem and while the work is clearly appreciated, it is hard to measure impact.** Now might be a good time to consider the basis on which future success should be judged.

## Question 3: Has the concept of personal transformation, anchored in IofC values, approaches and tools, resonated and served to unlock inner change that catalyses sustained individual and collective action for partners and participants?

This question refers to the effectiveness and resonance of the Caux Foundation's approaches listed below and the degree to which they have played a part in the outcomes achieved.

- Change starts with me: encourage self-reflection, and alignment of actions with values.
- Provide a safe space: free from judgment where people can speak openly.
- Create a space for learning between people of diverse views and backgrounds.
- Encourage action according to a common set of values: absolute respect for human dignity, truth, solidarity and care.
- Embrace the value of trustbuilding through story sharing, silent reflection and honest conversations.

The Caux Foundation's approaches mentioned above are rooted in the design of all aspects of the foundation's work and **align seamlessly with the concept of inner development and as cross-cutting, values-based drivers for Caux Foundation's work on democracy, peace and hospitality for change.** They are also conducive to **supporting how the arts can be used as a channel for their expression and to unlocking the human dimension of otherwise technical issues.**

### Survey responses relating to question 3:

- **Caux approaches resonating:** 75-90% of respondents scored resonance of approaches very 'significantly' to 'very much so'. (See annex n°3 Q15, scoring each separately).
- **Lasting impact varies:** reflects in terms of generating lasting change respondents gave a score of 3.6 from 5 (See annex n°3 Q16), which is good, but not outstanding. This may be explained by the range of interactions people have with Caux.
- **Caux Foundation playing an important role.** When asked the degree to which Caux Foundation was important in them achieving their goals and expectations, 68% scored this at 'significantly' to 'very much so' (See annex n°3 Q18). The survey indicates that the physical space, the peaceful/safe environment, the openness, meaningful dialogue and diverse perspectives were the most striking elements (See annex n°3 Q17).

These findings, while based on limited data are encouraging and resonate well with the feedback through other consultations.

External stakeholders consulted on the programmatic initiatives were clear to express how the Caux Foundation's approach was providing a different and relevant angle. Inner Development was being realised as **an immersive experience beyond just words.** Democracy was focussed on **individual agency drawing very diverse engagement and enabling honest conversations between people who think differently.** Arts & peace was **unlocking a human dimension that is missing in more technical fora.**

**Caux Foundation creates space, they don't try to control it.** This has been said, but it is probably at the core of what the Caux Transformative Experience is and so worth

repeating. In not defining or instructing specific targets, Caux Foundation **creates a space for people with different world views, different goals, and at different stages of life, and space for unplanned, spontaneous ideas to be generated.**

**The spaces Caux creates are not always comfortable and that is considered good.** The methodologies **can disarm, reveal and expose vulnerabilities necessary to enable honest conversations.**

Much of civil society space is dominated by like-minded groups claiming similar value bases. Caux Foundation is **less concerned with agreement than with creating space for different perspectives and for all who seek constructive exchange.**

While it is true that there are many initiatives offering self-reflection, personal empowerment and agency, very few have the history, or arguably the legitimacy of the Caux Foundation in these areas, while also making the link to application and influence together with partners and the lofC network as a whole.

#### **In terms of challenges related to Question 3.**

While there is resonance in the approaches and the dynamics, there was a sense that the team are so busy preparing for the next events and interactions that **there is insufficient harvesting of the past, or investment in the peer networks that will maximise support and increase the likelihood of lasting impact and continuity.** Capturing stories that are the threads to connect the programmatic narrative is also missing.

While this study has highlighted the joined-up approach and the evolution from enabling to influencing the ecosystems with which the Caux Foundation interacts, **this joined-up strategy is not so well understood by stakeholders and supports, beyond those closest to the work.**

Some in the lofC network **question whether the more strategic, intentional nature of Caux Foundation's work is subordinating values, weakening the historical 'spirituality' or reducing some of the organic, ad hoc spaces where the unplanned can emerge.** The ongoing dialogue with the lofC will be important for defining the future direction of the network (See full report for detail).

#### **Question 4: How have the Caux Foundation's enabling strategies contributed to the impact achieved?**

The calibre of leadership and team has been a major factor. **The additions to the team since 2023, combined with key individuals who have carried forward the strengths of the past while adapting to future needs, have been instrumental in the achievements to date.** All contributors referred to the personal and professional strength of the team as a central factor in progress.

The **global engagement and investment in International Geneva appear to have been a game changer** in strengthening collaboration and enhancing the outward-facing impact of Caux Foundation.

The energy, creativity, and **sustained effort invested in communication with limited resources** have been another fundamental enabler of progress.

While acknowledging the challenges and long-term investment required to shift entrenched perceptions, the **local Swiss Engagement work has been crucial in opening up the Caux Palace and building local understanding and trust.**

Heritage work and upkeep have been the least visible dimension within the impact study. **However, all recognise that the status and condition of the venue are essential for Caux Foundation to realise its ambitions and serve others effectively.**

The 'Hospitality for Change' strategy and the staff delivering it have direct value in their own right. In addition, **the quality of hospitality services has significantly shaped the image of Caux Foundation and supported the emergence of new partnerships for the foundation.**

Although this study did not review fundraising strategies in depth, **financial sustainability remains a key concern.** Less to do with the operational budget, which has been balanced and more related to the investment budget. It is clear that significant effort has been exerted to raise funds, and support from established donors has been appreciated by the team.

#### **In terms of challenges related to question 4.**

There is a need to **ensure essential alignment in the governance and leadership to provide cohesive momentum** being clear on what to continue and where alternative directions may be explored.

Even without a detailed financial analysis, **it is evident that Caux Foundation is operating under significant resource constraints.** Some donors did not appear fully aware of the organisation's holistic strategy and expressed concern that attention to Caux Palace infrastructure might detract from the social mission. In practice, this did not appear to be the case, but the perception itself is important.

**The projected costs of maintaining the Palace remain extremely high.** While teams continue to drive the mission forward with energy and commitment, this financial uncertainty creates pressure and inevitably affects morale.

**Key Question: What progress has the Caux Foundation made in implementing the CTE approach and the 2023–2025 goals outlined in its Global and Swiss Engagement Strategies and to what extent has this impacted individual and collective change among stakeholders**

Bringing together the findings presented above, the following conclusions can be drawn in relation to the overarching key impact study question.

**The Caux Transformative Experience (CTE) has not been an end in itself or simply an offer of isolated individual experiences.** Rather, it has been a foundational concept that, together with inner development has informed the design and implementation of the programmatic initiatives: 'Revitalising Democracy', 'Creative (Youth) Leadership' and Arts and Peace. The underlying values and approaches have also guided Swiss Engagement in building understanding and fostering openness with the local population.

The Caux Foundation has progressed significantly across all initiatives, transitioning towards a more systematic and joined-up way of working. These initiatives have contributed in ways that remain true to the Caux Foundation's mission and identity, while also bringing complementary approaches and perspectives that were previously missing.

They have created space and catalysed action that may not otherwise have occurred. While it would be too strong to say that democracy or peacebuilding ecosystems depend on the Caux Foundation, the findings do indicate that the Caux Foundation is regarded as system-relevant by its collaborators.

The proactive and highly collaborative nature of its work in international Geneva has generated mutually beneficial relationships, and the Inner Development network appears to be in an upward spiral of mutual support, with the Caux Palace increasingly established as a centre in this field.

Another distinctive contribution of the Caux Foundation has been the creation of spaces that disarm and reveal, enabling people to open up to one another even amidst differences. The intention has been to enable rather than to control or direct. This has created opportunities for honest, and at times challenging, exchanges, not merely superficial, feel-good moments. Numerous stories illustrate the individual and collective impact of this approach. In a polarising world, spaces that foster honest dialogue between differing parties are especially valuable.

While there has been impact in terms of bringing a particular value, influencing and working in a more systematic way without losing the organic spirit of the Caux Foundation, the scale has been modest. The Caux Foundation is not yet broadly known beyond its direct participants and collaborators and the initiatives referred to have only been running in their current form for a few years. In this regard, while they have demonstrated relevance, value and been welcomed by collaborators and there is much to be proud of, there is more to understand in terms of the ecosystems in which the Caux Foundation operates, and a way to go before achieving the full potential.

Having let things evolve and having shown potential in this first strategic cycle, it may be useful to now set some clearer benchmarks for how to judge further progress and success in the time ahead.

The Caux Foundation has moved rapidly in the recent period, and as suggested previously, the capacity and scope may be stretched too thinly. The need to deepen the peer network, to strengthen real-time narrative and storytelling, and to ensure coherence of purpose within the Caux Foundation all point towards consolidation rather than further expansion.

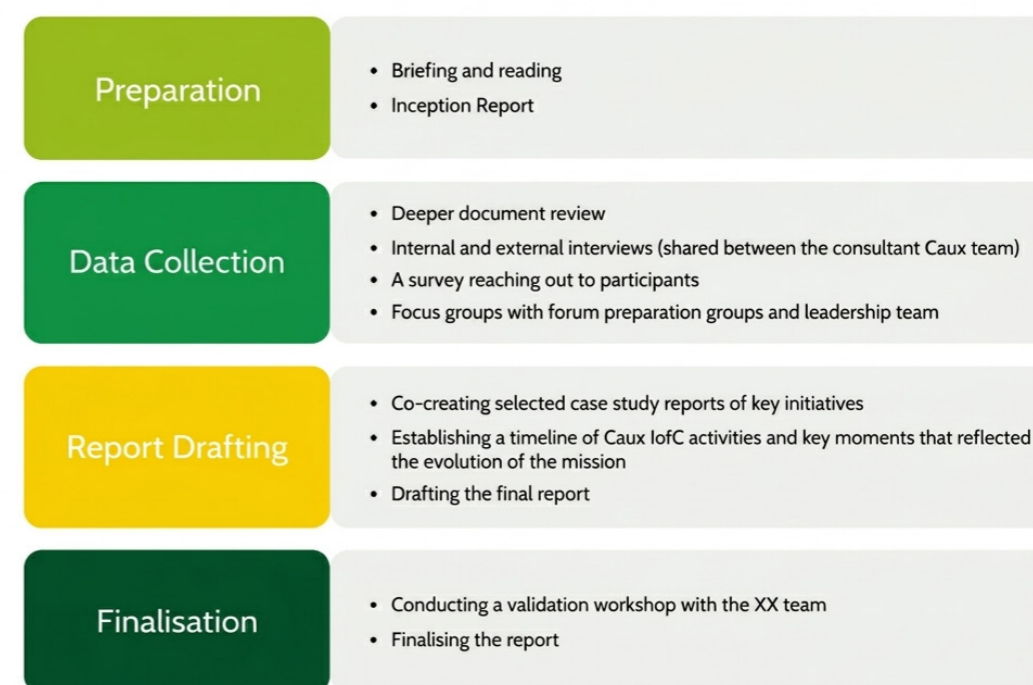
Resource constraints remain a challenge, and creativity will be required to navigate them effectively. Looking ahead, with a change of leadership forthcoming, strong internal alignment will be essential for continued success.

The investment in the current direction has been substantial and seems to be showing good potential in positioning the Caux Foundation as a relevant actor. Collaboration locally, internationally and aligned to the programmatic initiatives appears to have an upward momentum. While it isn't guaranteed that this direction will resolve all the sustainability challenges faced, it does seem to provide a foundation on which to seek support.

# Annexes

## Annex 1: Methodology and Stakeholders interviewed

The impact study was conducted by Sandstone consulting involving close collaboration with the Caux Foundation team. The approach was to ensure an objective perspective, while at the same enabling all to give input in a way that reflected a holistic view of the work done and not just the view through fresh eyes.



**Note:** The persons consulted by interview are listed in annex n°1 and details of the survey included in annex n°2 and 3. In addition to the comments and inputs provided by interviews and survey there were also more extensive testimonials provided of personal experiences with the Caux Foundation. These are available upon request to [info@caux.ch](mailto:info@caux.ch).

### Notes and Considerations

The following are notes and considerations regarding the limitations of the study, reflecting after the process.












- The strategy and goals for the period were developed quickly in 2023, during an intensive time for the Caux Foundation. It was a period when they were still emerging from the COVID disruption and a period of significant turn over. This meant that the clarity of purpose and priorities evolved over the period. While the nuances of added value and mission clarity also changed slightly over time, they stayed true to the historical mission of the foundation.

- The nature of the strategic plan in not being a fully consolidated document and the lack of some indicators and defined impact targets did limit the degree to which the study had a baseline, although as noted, the nature of Caux Foundation as an enabler does make setting direct impact goals a tricky, and likely inaccurate exercise
- The resources for the external support were limited for this assignment such that data collection needed to be done by both the consultant and the team. This has the positive effect of creating a collaborative dynamic.
- The survey was sent out to several thousand and so a result of 192 persons was lower than expected. This limits the depth

to which the survey reflects the views of the entire network. On the positive side, while responses were limited, input was given from all stakeholder groups and for all initiatives being reviewed. In this regard, the main signposting coming out from the survey is likely to be valid.

- In particular, while there was quite a low response rate from younger people. It can be that some of the tools used did not sufficiently resonate with this stakeholder group.
- The survey was only conducted with persons who had interacted with the Caux Foundation. No data was gathered from the general population. The working assumption is that name and mission recognition would be low among that group.

## Persons Consulted

STAKEHOLDER GROUP	NUMBER OF PEOPLE INTERVIEWED
 Caux Staff, Leadership Team and Volunteers	9
 Council Members	4
 Groups hosted in Caux	3
 IofC International and IofC Bodies Engagement	5
 Partners on Global Engagement	2
 Suppliers/External Consultants	2
 Funding Partners and Individuals Donors	2
 Youth	4
 Forum Planning Committees <ul style="list-style-type: none"> <li>• Caux Democracy Forum Planning Committee</li> <li>• Caux Inner Development Goals Forum Planning Committee</li> </ul>	10 10
 Hospitality Main Partner (Swiss Hotel Management School)	1
 <b>TOTAL: 54 people interviewed, individually or as a focus group.</b>	<b>54</b>

The interview questions were structured according to the evaluation questions mentioned in section **3.1 Impact Study Evaluation Framework**. These can be found in the full report on request to [info@caux.ch](mailto:info@caux.ch).

## Annex 2: Survey Questionnaire



## Annex 3: Survey Report

Notes for context:

- The survey was sent out to a wide audience and so while a response of 192 persons is substantial it is only fraction of the thousands of people that have passed through Caux
- All stakeholder groups are represented in the responses, with the only obvious gap being no Arabic speakers
- All types of engagement and programmatic areas are also fully represented. The highest involvement being with the main initiatives (democracy, IDGs, Arts & Peace)
- Under 35-year-olds comprise 10%, 35 – 55 years old comprised 35%, with the remainder over 56 years old. More young people would have been good, but the tool may not have appealed sufficiently
- Respondents were global, but with European bias, most heavily Switzerland (30%) This was considered positive as regards the efforts to improve connection in Switzerland
- There was a good balance of people new to the Caux Foundation (60% 1-4 engagements) and the more experienced (35% five or more and 25% with ten or more)
- Approximately 70% of respondents had engaged with the Caux Foundation between 2023 and 2025, which matches the focus period well, while also connecting to the past
- Overall, while limited in number the survey input is regarded as a credible sample of views

Full survey report:



## Annex 4: Detailed Timeline



## Annex 5: Full Impact Study Report and Testimonials

To receive a copy of the **Full Impact Study Report and testimonials**, please write to:  
[info@caux.ch](mailto:info@caux.ch).



Sandstone Consulting, April 2026