



# CaptorHorizons



# IMPACT REPORT 2014 – 15

# Impact Report

We strive to understand our **IMPACT** at all levels – to **prove** and **improve** the difference that we are making through our services and programmes



Caplor Horizons was established in **April 2014**

In the first year, the majority of our attention has been focused on providing bespoke services to



**12** main Clients

whilst also designing and delivering

**2** new programmes:

We have additionally developed and shared



**10** unique resource papers



one on **Leadership Development**



the other on **Advocacy**

Our 'Updates' reach around



**180** people each week

In addition to this, we contributed to another

**10** organisations



sites have been established and are regularly updated with links related to our purpose

During our first year, the income budget was exceeded by more than



**25%**

and we achieved a modest level of reserves

2014/15

In the first year, we had over

**30**



**Advisors...**

...who volunteered more than



This could be equated to:

£102,500 @£250 per day

£205,000 @£500 per day

We have around

**20** individual Members



who generously make a regular financial contribution. A small number of Trusts, Foundations and Businesses have also contributed to our work

During the first

**12** months

we defined our purpose – to **inspire and enable leaders to deliver a sustainable future**

We have also put in place the organisational building blocks to design and deliver our core services and programmes

We are a

**carbon**

**0**

organisation

## SUMMARY

Caplor Horizons was established in April 2014. It is the *not for profit* element of the wider Caplor group, including Caplor Energy. This is a report on the first twelve months - a period when considerable momentum has been developed. Growth has been greater than initially envisaged, and expectations have generally been exceeded. Considerable learning has taken place. Everyone involved is strongly committed to further strengthening the organisation's work. A clear strategy is now in place.

We are a charity primarily dedicated to strengthening the work of other charities, though we work with responsible businesses too. As specialists in organisational effectiveness, we provide high quality services and programmes via our Advisors and staff – Ian Williams (Executive Director) and Lorna Pearcy (Programme Manager). Our board is led by John White (Chair of Trustees) and Usha Ladwa Thomas (Vice Chair). We have over **30** Advisors: each contributes at least one day per year, some many more than this. In the first year around **410** days of voluntary time was committed. This unique philanthropist model provides high quality services at a low cost.

In the first year, the majority of our attention has been focused on providing bespoke services to **12** main Clients, whilst also designing and delivering **2** new Programmes - one on Leadership Development, the other on Advocacy. However, we have additionally developed and shared **10** unique resource papers and - through our updates (which reach around **180** people each week) and through social media channels - we regularly strive to inspire and enable people to take action related to our purpose.

Given that this report reviews the first year, a great deal of attention was spent on '*behind the scenes*' work to build the organisation, including: (i) to register as a charity and as a company limited by guarantee; (ii) to establish an effective board of Trustees and a Governance Guide; (iii) to put in place financial, IT and HR systems & management (*during the first year, the income budget was exceeded by more than 25% and a modest level of reserves was achieved*); (iv) to develop organisational strategy and create momentum for each of the five strategic priorities; (v) to create a website and Forum (*for online collaborative working*). Generally a good springboard has been developed.

Caplor Horizons is appreciative of the important relationships that it has with both its clients and its partners. It is also very grateful for the huge contribution from its Advisors and Supporters. We now have around **20** individual members and important organisational contributions have been made by the 'Waterloo Foundation', 'Oakdale Trust', 'co2balance' and 'Firestarter'.



## INTRODUCTION – WHAT IS THE STRUCTURE OF THIS REPORT?

This is the first Impact Report of Caplor Horizons. It is structured as follows: firstly,

- (1) The Rationale for the report is explained; *followed by*
- (2) A Methodology section (this provides an insight into how impact has been assessed); *then an overview is given of our work related to*
- (3) Clients,
- (4) Programmes,
- (5) Advisors, *and*
- (6) Learning; *next, there is a section on*
- (7) Environmental Impact; *and then a short*
- (8) Conclusion. *The report has been deliberately kept short; however, substantial annex material has been incorporated within*
- (9) Analysis (which contains illustrative detail to evidence some of the points made in the main narrative).

### 1 RATIONALE – WHY ARE WE MEASURING IMPACT?

We concentrate on: helping organisations (i) strengthen leadership and teams; (ii) review and develop strategy; (iii) improve advocacy:



Much of our work involves facilitation, training, coaching and mentoring in various forms.

**Our Purpose** is: *'to inspire and enable leaders to develop a sustainable future'*

**Our Vision** is: *'to create distinctive opportunities for people who wish to contribute their time and expertise for the lasting benefit of society'.*

**Our Mission** is: *'by 2025 - to become one of the most influential not-for-profits in the UK, helping organisations to improve their effectiveness and sustainability'.*

**Our Values** are at the heart of all our work:



**Our Strategy** is based on five key priorities:

- (i) to develop a formidable Talent Team;
- (ii) to design and deliver high quality, bespoke Services and distinctive Programmes;
- (iii) to build a strong Support Base;
- (iv) to Improve Impact; and
- (v) to develop a Forum (*a collaborative platform*).

**Our Model** is under development and is being created by Ann Alder (Facilitator and Experiential Learning Advisor) and Dr Geoff Cox (Learning Design Advisor). The Caplor Horizons 'model' could underpin all the services and programmes that Caplor Horizons undertakes. Work on it commenced in early 2015 and many Advisors have been involved with discussions about it (*e.g. 26 people at a workshop in February 2015*).

**Our Impact** is determined by our success. We are very committed to not only demonstrating and understanding the difference that we make, but also how we can also improve our work. We have developed a fledgling structure for this and have started to put in place processes to capture evidence efficiently and effectively. We include measurement of environmental impact through our collaboration with co2balance. Looking ahead, we will build on the foundation and baseline (already created) as our organisation develops.

## 2 METHODOLOGY – HOW ARE WE MEASURING IMPACT?

Information in this report relates to four standard elements:

- (i) details about **inputs** (resources contributed), notably the time of Staff and Advisors;
- (ii) specifics about **outputs** (particularly the number of clients that we have helped and the Services that we have provided to them, as well as the number of Partners that we have worked with and the Programmes that we have delivered).

We also outline emerging insights on

- (iii) **outcomes**, and finally our
- (iv) **impact** (broader, longer term effects)



From around mid-2014 onwards, we sought expert ‘input’ to help develop our in house approach.

Initially this was from Nick Comley (a specialist in impact at Community First); followed by further advice from Professor Sharon Turnbull (Organisational Development Advisor) and Dr Geoff Cox (Learning Design Advisor). Lorna Pearcey has led on this element of our work and has formed a small, effective working group of Advisors to assist.

To frame our discussions, we focused on our organisation’s purpose - *to inspire and enable leaders to deliver a sustainable future* – and the transformational strategic priorities that have already been established:

- (i) to develop a formidable Talent Team, and
- (ii) to provide high quality bespoke Services and distinctive Programmes.

In short, on the one hand, we have concentrated on our Advisors, who contribute their time; whilst on the other hand, we have put an emphasis on our Clients and Partners, who receive our services and collaborate with us on our Programmes.

We strive to understand results at all levels - ***to prove and improve the difference that we are making through our services and with people who participate in our Programmes.***

In conclusion, we identified during the first year that the difference that we make focuses on:

- (i) individuals; (ii) teams; (iii) organisations; and (iv) wider society:



Different specific models have been considered and used. Notably, Sharon Turnbull assessed the Effective Humanitarian Leadership (EHL) programme – the largest activity in our first year - through the four levels of Kirkpatrick's evaluation model (see section 9.2.1 for details):

- **Participant reaction** - what they thought and felt about EHL
- **Learning** - the resulting increase in knowledge or capability
- **Behaviour** – the extent of behaviour and capability improvement and implementation/application
- **Results** - the effects on the business or environment resulting from the trainee's performance



For a new organisation, we have put a high priority on impact.

We have been determined, through Sharon Turnbull's evaluation, to set a very high standard on our flagship programme of the first year – The EHL programme.

We have also ensured experimentation (and follow up) with other different models - taking into account what is cost-effective and practical (e.g. Section 5 has insights into how we engaged our Advisors at different points throughout our first year).

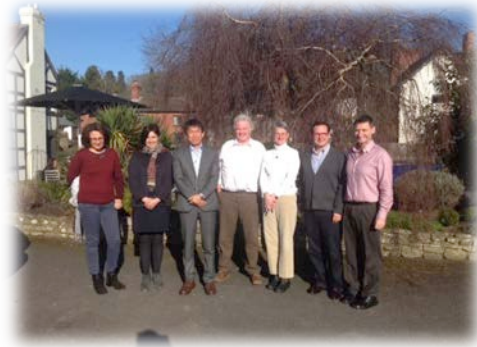
### 3 OUR CLIENTS – BESPOKE SERVICES PROVIDED TO TWELVE CLIENTS

We have had **12 substantial** Client relationships in 2014-15 (i.e. more than one day's engagement).

A number of the relationships continue to be ongoing. In all cases, Caplor Horizons' staff and Advisors have worked together in various ways to design and/or deliver whatever the Client requested. For instance, a small team of two - *Jake Bharier and Ian Williams* - worked together with 'Misean Cara'; whereas a larger team of five - *Laura Vickery, Hannah Newcomb, John Berry, Richard Harvey and Ian Williams* - collaborated on the 'Practical Action' project; and a similar sized team of six - *Simon Oldroyd; Rachel Ritchie, Ben Oldroyd, Nick Snook, Lorna Pearcey and Ian Williams* - worked with the 'Federation Experiment in International Living'. (Please see Section 9 for feedback on the difference made with Clients).

The evolutionary process with each client often led to multi-faceted engagement beyond what was initially intended; however, focus areas pertinent to each one are listed below.

- (1) **Money for Madagascar:** mentoring; strategy development; leadership and capacity building.
- (2) **The Trussell Trust:** team building; strategy development; advocacy, communications.
- (3) **Salters Hill:** mentoring; strategy development; facilitation; governance;
- (4) **Concern Universal:** leadership development.
- (5) **TechnoServe:** facilitation; personal & team effectiveness; vision development; communications
- (6) **Practical Action:** charity-corporate partnerships - creating lasting relationships with businesses.
- (7) **Misean Cara:** development of a vision, including facilitation and consultation with membership
- (8) **Dóchas:** development of strategy and vision, including facilitation.
- (9) **Haygrove:** facilitation; training; mentoring; strategy, including sustainability strategy.
- (10) **Responding to Conflict:** interim leadership; facilitation; strategic assessment; team building.
- (11) **Federation Experiment in International Living:** member consultation; strategy development.
- (12) **Co2balance:** strategy & leadership development; meeting NGOs to develop carbon finance opportunities





In addition to this, we contributed to the following **10** organisations (less than one day, or approximately one day only):

- (1) **Eden Group of the Hereford Diocese** - developing a vision;
- (2) **Bradbury Contracts** - establishing a strategy;
- (3) **Marine Conservation Society** – mentoring the CEO;
- (4) **Dhaka Ahsania Mission** – mentoring the UK representative;
- (5) **Farmers Overseas Action Group** – mentoring the CEO;
- (6) **Starlight Children’s Foundation** - mentoring;
- (7) **Morrisons** – mentoring the Ethical Trade Manager;
- (8) **APT (International Development)** - mentoring;
- (9) **Worcester Business School** – developing potential strategic collaboration.
- (10) **Hereford Community Foundation** – strategic assessment and recommendations.



In total therefore, we have engaged with **22** organisations. In addition to this, Caplor Horizons has contributed to the wider Caplor group, including Caplor Energy (a renewable energy business) through the facilitation of meetings, team development and training.

## 4 OUR PROGRAMMES – TWO DISTINCTIVE PROGRAMMES ESTABLISHED

### 4.1 EFFECTIVE HUMANITARIAN LEADERSHIP (EHL) PROGRAMME

The Effective Humanitarian Leadership programme (EHL) was the most significant activity of Caplor Horizons in its first year. The International Centre for Humanitarian Affairs (ICHA) - part of the Kenyan Red Cross (KRC) - and Caplor Horizons partnered to design and deliver the EHL programme to 26 Red Cross leaders from 13 African countries.

A core team of 10 Advisors were involved with the design and delivery of 2 modules, with coaching in between: *Samson Hailu, Dr Vicki Howe, Denise Mulligan, David Coates, John White, Professor Sharon Turnbull, Dr Peter Moore, Will Odling, Bill Ross and Usha Ladwa-Thomas.*

Results so far have been extremely positive and Sharon Turnbull is in the process of carrying out a substantial evaluation (section 9.2.1 refers). A second cohort is due to participate in EHL in 2015/16.

Working closely with Dr James Kisia, ICHA Executive Director, and the KRC Deputy Secretary General and his colleagues, the Caplor Horizons team delivering the first module, in Nairobi, in September 2014 were: *John White, Usha Ladwa-Thomas, Denise Mulligan, David Coates and Will Odling.* The team for Module 2, in March 2015, included: *Denise Mulligan, Will Odling, Professor Sharon Turnbull and John White.* During the second module, facilitator training was also undertaken.

The design of the programme was informed by strategic assessment visits that Dr James Kisia and Ian Williams made to South Sudan and Zambia in August 2014; also by key papers written about Federal strategy and leadership by Dr Peter Moore and Samson Hailu.

At the end of Module 2, participants volunteered pledges about how they would take the learning forward: by way of illustration, these included:

*'I will learn much more about organisational culture and how many things this affects. The learning has made me feel inspired';*

*'I will impart the skills I have gained to my colleagues - from that we will start building a team and moving things forward which makes me feel good';*

*'I will replicate what I learnt and apply it to my work and influence my colleagues - this makes me feel empowered';*

*'I will try to improve my communication with my team. This makes me feel satisfied';*

*'I will use the tools, the models, the concepts, that I have gathered here from facilitators and colleagues to influence change, not only in the work place but at home. This makes me feel great';*

*'I will, with my colleagues, be a candle that can give light to my fellow managers of national society. This makes me feel a useful student of EHL'.*

*'I will try to practice what I have learnt and to transmit the message and the tools to my team in order to build a better national society; and trying to act as a leader to earn the respect of others. This makes me feel good'.*

*'I will ensure that we apply what we have learnt to all stages of our leadership and to embody good leadership. This makes me feel fulfilled';*

*'I will make sure that everything that I have learnt will lead to making a change. I make sure I make a good environment for people to make a change. This makes me feel happy';*

*'I will pledge that I will continue to support the programme. This has been one of the most important weeks of my life. I would like to thank you for being able to contribute. Thank you. We are deeply in awe and very inspired'.*

After Module 2, Dr Asha Mohammed, KRC Deputy Secretary General, commented:

*'The biggest perception prevailing is the transformation of individual participants: the change in people is visible; the positive difference is striking, including the confidence of the people; also the ability to communicate is greatly improved. A substantial shift has occurred in terms of the possibility to do things differently'.*

Reflections from Dr James Kisia about Module 1, and illustrative feedback from participants and insights into Sharon Turnbull's research process, are included later in this report (*Section 9.2.1*).



## 4.2 ADVOCACY PROGRAMME

The aim of our Advocacy Programme has been to inspire and enable change to deliver a more sustainable future. *Simon Oldroyd, Vanessa Bradbury, Lord Paul Tyler, Liv Sawyer, Sue Stockdale, Usha Ladwa-Thomas* and *Deven Thakkar* were particularly instrumental in various ways. With regard to social media, *Vanessa Bradbury* organised various students to assist at different points.

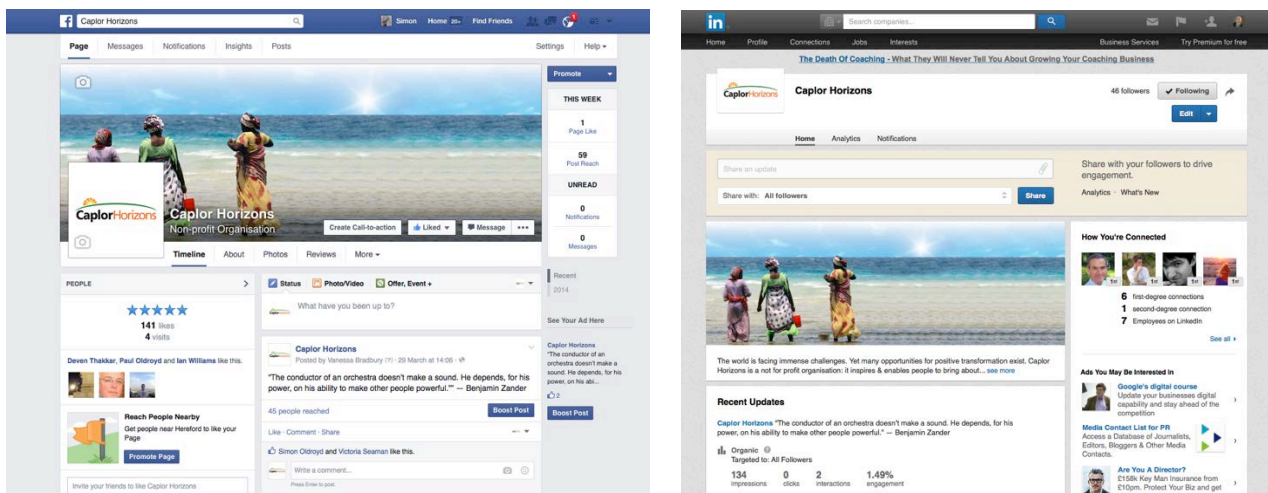
Our Programme focused on three areas:

- Raising awareness through social media,
- Inspiring talks and workshops, *and*
- Strengthening the advocacy of organisations.

By far the largest was the work with Lord Paul Tyler, which essentially involved six sessions with twenty-four organisations (sometimes individually, though usually in groups) to strengthen their advocacy.

- ***Raising awareness through social media:*** Vanessa Bradbury, Social Media Advisor, has directly led on this, including mobilising a small group of people to raise the profile of sustainability to younger people.

Our Facebook, Linked In and Twitter presence has now been established:



- ***Inspiring talks and workshops:*** Presentations have been made and workshops have been facilitated. For instance:
  - (i) Sue Stockdale, Inspirational Speaker, (*Coaching and Leadership Advisor*) spoke with a group of over 80 people connected with Caplor Horizons to inspire greater action;
  - (ii) Ian Williams presented and facilitated discussions at Manchester University on Sustainability;
  - (iii) Ian also presented and facilitated discussions with a group of 22 Students at Lancaster University on 'Start-Up Strategy';

- (iv) Ian presented & facilitated discussions about 'collaboration' with approximately 20 people at the Herefordshire Association of Local Councils (HALC);
  - (v) Usha Ladwa-Thomas, Lorna Pearcey and Ian Williams presented and engaged with discussions about 'volunteering' with around 15 people at the 'Supper Conversation' networking event in Cardiff;
  - (vi) Ian presented and facilitated a workshop about 'SME Strategy' as part of a Duchy of Cornwall SME training course.
- **Strengthening the advocacy of organisations:** Lord Paul Tyler CBE (*Advocacy Advisor*) led this activity.



He and Lorna Pearcey delivered a series of events with voluntary and community sector leaders in the West Midlands region. (*For analysis see section 9.2.2*). This involved engagement with many organisations; for instance, under the umbrella of 'Worcestershire Voices', ten charitable trusts participated in one session alone. Other organisations and groups that have benefited include:

- (i) The Bulmer Foundation;
- (ii) Community First;
- (iii) Data Orchard;
- (iv) The AECB (Association for Environment Conscious Building);
- (v) The Voluntary and Community Sector Chief Executive Network in Herefordshire,
- (vi) Environmental Sector Leaders in Herefordshire;
- (vii) Experiment in International Living (UK); and
- (viii) Salters Hill.

## 5 OUR ADVISORS – OVER 30 ADVISORS & 410 DAYS VOLUNTARY WORK

---

Probably the greatest strength of Caplor Horizons is its team of Advisors.

Advisors to Caplor Horizons contribute their time either at a low cost or on a voluntary basis. However, by far the majority of time contributed has been on a voluntary basis – more than **30** Advisors have contributed over **410 days** from April 2014 to March 2015 (*a system has been established to capture this, and related, information*).

It is important to recognise what motivates people to engage in the first place, and then consider how effective support can be provided thereafter to keep them inspired and enable them to continue making an effective impact.

If Advisors are positive about the contribution they make, this will ensure their own personal satisfaction and sustained support. In the first year we experimented with capturing information in two systematic ways:

(a) **Baseline information** – aspirations and motivations (in order to check whether aspirations were met in due course): a survey focused on the motivations of selected Advisors. We asked each Advisor the same questions based around: personal commitment, personal development, professional development, a sense of collective belonging, change, collaborative working and creativity. Answers were provided, based on a scale of 1-10. In addition, we also began to ask the Advisors to provide one sentence explaining ‘what success would look like’ to supplement the data. This collective information will provide a basis for assessing success when we look back during the second year.

(b) **Case studies** – ‘Advisors’ Journeys’ (section 9.3) contains some inspirational reflections from eight Advisors: Liv Sawyer; Hannah Newcomb; Laura Vickery; Peter Moore; Simon Oldroyd; Denise Mulligan, Sharon Turnbull and Usha Ladwa-Thomas.

In the context of wider efforts on Caplor Horizons’ strategy, led by Simon Oldroyd, Liv Sawyer has undertaken considerable work to develop our approach to the strategic priority of ‘developing a formidable Talent Team’.

The contribution from Advisors means that Clients and Partners receive particularly great value. For instance:

- **At £250 per day, the value of time contributed would equate to £102,500**
- **At £500 per day, the value of time contributed would equate to £205,000**

The humility, commitment and spirit of our Advisors is remarkable! For instance, Usha Ladwa-Thomas, Sustainability Advisor (*when discussing her contribution to Caplor Horizons as a board member and reflecting on her experiences working on the EHL programme*) commented: ‘*I get more back than I give*’.

A list of our Advisors is included at the end of this document.

## 6 OUR LEARNING – TEN PAPERS CREATED

---

A significant amount of important work has been done to reflect and capture learning that can be shared with organisations that Caplor Horizons works with, and beyond. Related to this, Deven Thakkar has been developing a 'Forum', for on line collaboration and learning. The following ten papers have been created and shared:

- **Hannah Moore**, CSR Advisor:  
*'Charity-Corporate Partnerships - tips for creating lasting, win-win relationships with philanthropists, business leaders and businesses'*.
- **Lord Paul Tyler CBE**, Advocacy Advisor:  
*'Advocacy, some hints for analysis and action'*; and *'Ten commandments for crisis media management'*.
- **Dr Peter Moore**, Governance Advisor:  
*'Sustaining Effective Leadership in a Federal Structure'*; and *'Strategy and Change in Federal Organisations'*.
- **Samson Hailu**, International Development Advisor:  
*'The Red Cross and Federal Structures'*.
- **John Berry**, Business & Marketing Advisor:  
*'Ten top tips for creating lasting relationships with businesses'*; and *'Ten top tips for creating highly effective organisations'*.
- **Simon Oldroyd**, Marketing Advisor:  
*'Building organisational sustainability and resilience through brand identity'*.
- **Professor Sharon Turnbull**, Organisational Development Advisor:  
*'How leaders can build resilient, responsible, sustainable organisations'*.



## 7 ENVIRONMENTAL IMPACT

Rachel Ritchie (Environmental Advisor) has been analysing the carbon footprint of Caplor Horizons and we will be taking steps to monitor this and take action to reduce it wherever possible.

‘Co2balance’, as part of its support for our work, is including us in its wider offset programme, so that Caplor Horizons is a Carbon Zero (or neutral) organisation.



### CERTIFICATION OF OFFSET

This is to certify that

**Caplor Horizons**

Have offset their annual carbon emissions via CO2balance's carbon offset projects in Africa and Asia to become a CarbonZero Company for 12 months

21st October 2014



CO2balance UK Ltd, 1 Discovery House, Cook Way, Taunton, Somerset, TA2 6BJ  
+44 (0)1823 332233 enquiries@co2balance.com www.co2balance.com





## 8 CONCLUSION

Caplor Horizons is committed to learning, to assessing impact and to improving what we do.

This report:

- (a) gives perspective that the scale of work done (compared with forecasts in strategy and planning documents from early 2014) is greater than anticipated; *and*
- (b) provides evidence that the results of our work has not only met, but often exceeded, the expectations of what we hoped might be possible – particularly due to the model of staff working with Advisors to offer high quality levels of contribution:



Caplor Horizons is committed to being better, rather than bigger.

More profoundly, John White (our Chair of Trustees) has coined the notion that Caplor Horizons can be a place where people bring their ‘*unique contribution*’ and ‘*do their best work*’.

Alongside this, Ann Alder and Geoff Cox have been working with a range of Advisors to develop a 'Caplor House' model - an approach that will be important going forwards.



With these thoughts in mind, the following ideas of Charles Handy seem apt, notably about inspiring and enabling a 'Second Curve'. For Caplor Horizons, this is related to '*delivering a sustainable future*' and '*doing your best, at what you are best at, for the benefit of others*':

'The message of the Second Curve is that to move forward in many areas of life it is sometimes necessary to change radically, to start a new course that will be different from the existing one, often requiring a whole new way of looking at familiar problems, what Thomas Kuhn called a 'paradigm shift'. The real problem is that the change has to be initiated while the first curve is still going. That means that those who have been in charge of that first curve have to begin to think very differently about the future, or, more often, let others lead the way up the new curve. That is something that does not come easily. Why change when all is well, we ask ourselves. Change is easier to envisage when crisis looms, but harder to implement with resources and time running out. There is no ideology behind my thinking other than the philosophy of that Second Curve, that we urgently need new directions in all the arenas of life.'

'Aristotle decided in the end, that the ultimate purpose of human life was to achieve excellence in accord with virtue through 'eudaimonia'. This he called the good life. Eudaimonia is a complex Greek word. It has usually been translated as happiness, but Aristotle did not mean a state of pleasure or contentment. He meant something much more active and productive, something more akin to Mihaly Csikszentmihalyi's idea of 'flow' or what some athletes call being 'in the zone'. I translate it as 'doing your best at what you are best at for the benefit of others' - living up to your potential, in other words. The benefit of others is important because Aristotle is clear that fulfilling your potential must be done in accordance with virtue, ethically not selfishly. We all need a purpose beyond ourselves to feel that we have made a contribution, made a difference to someone, somewhere.'

*The Second Curve, Charles Handy, 2015*

## 9 ANALYSIS

---

### 9.1 CLIENTS

#### 9.1.1 Responding to Conflict

"I cannot commend Ian Williams and Caplor Horizons too highly. When our Director resigned, we faced the challenge of finding a new person and our staff were nervous about the inevitable uncertainty such change brings. But Ian provided us with a clear way through this process. He gave the staff highly appreciated support, and the Board an effective steer on managing change and assessing the strategic position. He supported us through the process of appointing the new Executive Director and, in turn, provided mentoring to assist the new leader engage effectively with the role. All this - with clear vision, imagination, focus and good humour. We could not have made a better choice in using Caplor Horizons to work with the Board and the staff team."

*Dr Cliff Allum, Chair, Responding to Conflict*

#### 9.1.2 Dóchas

"Dóchas is the Irish Association of Non-Governmental Development Organisations. It is a meeting place for organisations committed to tackling poverty and inequality. Dóchas worked with Ian Williams and Caplor Horizons during the renewal of its vision and strategy, initially for an early phase of the process to maximise creativity and engagement. However, results exceeded expectations. An imaginative, dynamic and effective approach - grounded in great understanding of strategy and the sector - led to further involvement at board and staff levels. We were very pleased and highly recommend Caplor Horizons."

*Hans Zomer, Director, Dóchas*

#### 9.1.3 The Trussell Trust

"The Trussell Trust supports a network of 400 food-banks in the UK. It was voted Britain's most admired charity in 2013 for its work on food poverty and its assistance in providing emergency food support to around 1 million people. In mid-2014 it started a strategic development process for the next 10 years. This involves a major step called 'More than Food', which looks at how The Trussell Trust engages with its food-bank network partners to provide services that go beyond the initial food intervention. Caplor Horizons has facilitated this process and contributed in various ways – including the growth of social enterprises to support the wider scaling up of Trussell Trust's activities. In particular, Caplor Horizons has brought a focus to the many important issues around sustainability, both within the food-banks themselves, and also at the Trussell Trust organisational level. Caplor Horizons' input has proved extremely beneficial to the senior team, particularly towards the development of a new strategy. Also in connection with leadership and team development, especially as the process involves bringing together colleagues from different areas of the Trussell Trust. The staff and various Advisors from Caplor Horizons have contributed very effectively. Caplor Horizons will continue to play an important role on different fronts as the strategy takes root in 2015. This will help enable and unlock the wider potential that Trussell Trust & its partners can offer people who are living in crisis throughout the UK."

*Dan Bishop, Social Enterprise Team Leader, Trussell Trust*

### 9.1.4 Money for Madagascar

“Money for Madagascar (MfM) is an international charity founded by Quakers some 28 years ago. We are now in an exciting and challenging time of transition and growth. We greatly value the support we are receiving from Caplor Horizons to help steer us through this time of change. This commenced in April 2014. With skillful guidance from Ian - and valued input from others at Caplor Horizons - MfM Trustees, Staff and Partners in Madagascar have jointly engaged in a dynamic process to refresh our Mission: *‘to enable Malagasy people to reduce poverty and protect the environment through sustainable, community-led initiatives’*. This greater clarity and focus has in turn spawned a new and inspiring Strategy to steer the work of MfM for the next decade. The work of Caplor Horizons has included: mentoring, strategic level assessment of our work in Madagascar; facilitation, especially to develop a new strategy; advise on working with partners in Madagascar (e.g. creating Memorandum of Understandings); developing funding relationships; communications; leadership, capacity and team building; and advocacy. We look forward to continued collaboration with Caplor Horizons as we work together to turn the strategy into reality.”

*Irenée Rajaona-Horne, Director of Money for Madagascar*

### 9.1.5 TechnoServe

“Thank you for your critical contribution to the success of this year’s Retreat. What I have heard from others is overwhelmingly positive. I thought it went really well, had high levels of positive energy, enthusiasm and inspiration. Thanks for repaying in abundance the trust that TechnoServe put in you.”

*Jonathan Thomas, Chief of Party, SAFE, TechnoServe*

“Good morning Ian and Lorna, it was a pleasure meeting you in Naivasha and thank you for the opportunity you gave me to facilitate and learn from you. You are great facilitators - well organised, sharp, knowledgeable, dynamic, flexible and good at people skills. The entire Retreat went above and beyond my expectations. We actually met our objectives. Thank you for doing a great job.”

*Jahazi David, Assistant Regional Capacity Building Advisor, STRYDE, TechnoServe*

### 9.1.6 Co2balance

“Co2balance is very pleased to highly recommend Caplor Horizons. During a period of growth, very positive work was undertaken by Caplor Horizons to help us renew our strategy, as well as contributing to leadership and team development. This was facilitated in a highly professional, thoughtful and motivational way. I also worked very closely with Ian Williams to bring innovative carbon finance opportunities to the attention of around ten international NGOs. More widely, Co2balance collaborates with Caplor Horizons at a strategic level, including its efforts to be an environmentally responsible organisation. As such, we support Caplor Horizons to be a carbon neutral organisation by being part of co2balance's pioneering *‘Carbon Zero’* scheme.”

*Mark Simpson, Managing Director, Co2balance*



### 9.1.7 Mentoring (*an example*)

“Mentoring, with Ian from Caplor Horizons, has provided some extremely valuable insights for DAM UK. The advice and expertise has been vital in helping to shape DAM UK’s growth and development by assisting us to take a step back and reflect on our direction and strategy. Ian’s ability to share his wealth of experience in leadership and people management means each mentoring session brings clarity to complex issues and results in clear ‘actions’ to build upon. Excellent and thoroughly worthwhile.”

*Emma Crump, DAM Representative in UK*

## 9.2 PROGRAMMES

### 9.2.1 Effective Humanitarian Leadership (EHL) Programme

Please see below extracts from Professor Sharon Turnbull's report (*full details available on request*), following 'Module 1' of the EHL Programme (October 2014). Sharon's process of evaluation will be continued in a Strategic Learning Report following 'Module 2'. (*As Module 2 took place in March 2015 it will be included in the 2015/16 Impact Report*).

"The four levels of Kirkpatrick's evaluation model essentially measure:

- **The Reaction of the delegate** - what they thought and felt about the training
- **Learning** - the resulting increase in knowledge or capability
- **Behaviour** - extent of behaviour and capability improvement and implementation/application
- **Results** - the effects on the business or environment resulting from the trainee's performance

This stage of the evaluation focuses on Level 1 and 2 evaluations, i.e. the immediate reactions of the participants. Of course, this is only the start of an in-depth evaluation process designed to measure the longer-term impact and outcomes of the EHL on the individuals, their organisations and wider communities.

All too often evaluation projects are bolted onto existing programme designs, often as an after-thought, and usually after the event. This then leads to unsatisfactory data, since the changes affected by the programme under review are not easily captured by this retrospective. Better practice than this is to design evaluation processes alongside the design of programmes so that base line measures can be identified, as well as a process for specifying the outcomes and impact of the programme on participants, their teams, their organisations and the wider community. This is what we have sought to achieve with our earlier Baseline Report for this programme.

This simultaneous focus on design and evaluation enables more effective long-term outcome and impact evaluation, as well as shorter-term formative evaluation (i.e. the potential to adjust the programme as it gets underway if this is deemed necessary). This approach is usually found to have a positive effect in achieving a shared vision for a programme, and being cost effective in the collection of evaluation data.

It is clear that much learning and enthusiasm has been generated by the style and content of Module 1. The learning reflects the programme objectives and is heartening. The level of engagement of this group and the desire to apply their learning in the workplace is exceptionally high. Sustaining this level of motivation to change themselves and their workplaces is the next challenge of the programme and it is at this point that the mentoring and coaching relationships have become a key element in the programme. We also have a useful picture of what learning the participants are still seeking beyond the module. Our aim is to address these within the coaching and mentoring, then in Module 2, and the subsequent follow up. This study, which has sought to evaluate the Module at Kirkpatrick Levels 1 and 2 is now well positioned to inform the next steps of the process. Further evaluation at Levels 3 and 4 will be important later in the learning journey."

*Sharon Turnbull, Organisational Development Advisor, Caplor Horizons*

### 9.2.1.1 EHL – Partner, The International Centre for Humanitarian Affairs



*“Post Module 1 (October 2014): the International Centre for Humanitarian Affairs and Caplor Horizons have created the 'Effective Humanitarian Leadership' (EHL) Programme. The first module of this took place in September 2014, when 26 Red Cross leaders from across sub-Saharan Africa took part in Nairobi. The work ICHA has done together with the Caplor Horizons team has been impactful. It has generated a buzz within the Red Cross Movement. The model of training that the EHL programme has taken has been talked about in various African countries. I am very hopeful that it can grow and inform how the Red Cross Movement views leadership; as an important factor in improving our performance worldwide. During module 1 the delivery team set some very high standards for leadership development and the on-going coaching of the participants by the Caplor Horizons team is going very well. We are looking forward to module 2 in March 2015 and an expanded and fruitful relationship beyond.”*

***Dr James Kisia, Executive Director, International Centre for Humanitarian Affairs***



### 9.2.1.2 EHL– Participants

“EHL has a wow factor! It has been transformational! I now feel convinced that I can become a better leader. EHL has been practical and hands on; this makes it easy for me to apply the learning to bring about change. I feel empowered, inspired and confident.”

*Ethel Kaimila Namaliya, Director, Malawi National Red Cross Society*



“To look at leadership in a humanitarian context is very important. Meeting with my Red Cross colleagues, I have learnt a lot and felt inspired from being with them. The EHL was brilliantly facilitated.”

*Abdul Mairiga Umar, Director, Nigeria National Red Cross Society*



## 9.2.2 Advocacy Programme

“I have greatly enjoyed our joint efforts over recent months, during the early evolution of Caplor Horizons, and I am very impressed with what you have already achieved.”

*Lord Paul Tyler, CBE, Advocacy Advisor*



### 9.2.2.1 Advocacy Programme - Participants

“It was so helpful to have a specialist sounding board who was able to give such considered and fresh advice – terrific.”

*Victoria Perry, CEO, Experiment in International Living (UK)*

“It was extremely valuable to learn from Lord Tyler’s wisdom and experience. He had some brilliant insights, gave some serious food for thought and also reassured us that we’re headed in the right direction in much of what we’re doing. Furthermore, Lord Tyler was very open, hospitable and supportive to boot. Well worth it. We’re very grateful to him for his time.”

*Molly Hodson, Head of Media and External Affairs, The Trussell Trust*

“What I found of particular interest was Lord Tyler’s perspective on the weaknesses of the charity sector. That was especially helpful to me as it reinforces the need for change in the sector locally - if we are brutally honest those remarks ring true for many of us.”

*Jonathon Sutton, CEO, St. Paul’s Hostel for Homeless People, Worcester*

## 9.3 ADVISORS' 'JOURNEYS'

### 9.3.1 Simon Oldroyd, Marketing Advisor

“It was October 2013 and I was having lunch with John White, Chair of Caplor Horizons. He knew that I had recently sold my shares in a business that I had helped to develop over a thirteen-year period, and that I was looking for a new challenge. He felt that, as I now had time on my hands (and had been fortunate to have had a successful career), I might like to spend some of that time *‘giving something back’*. John told me a bit about the ‘Caplor Horizons’ initiative and that it had been originally inspired through conversations between himself and Ian Williams (who had just stood down as Executive Director of Concern Universal). When I heard about the link to sustainability, my view was that these kinds of concerns were far too big a problem for me to sort out as an individual. My only contribution, at that time, to solving some of the sustainability issues facing humanity was a spot of recycling! However, the inaugural meeting of Caplor Horizons took place on the 26<sup>th</sup> January 2014. It was well attended by an amazing variety of highly experienced individuals – entrepreneurs, company directors, charity specialists and academics. This fact alone was exciting and something truly different! The meeting began with some pretty straight questions that required answers to: *‘Why am I here?’* And *‘What can I offer?’* I liked this direct, no nonsense approach!

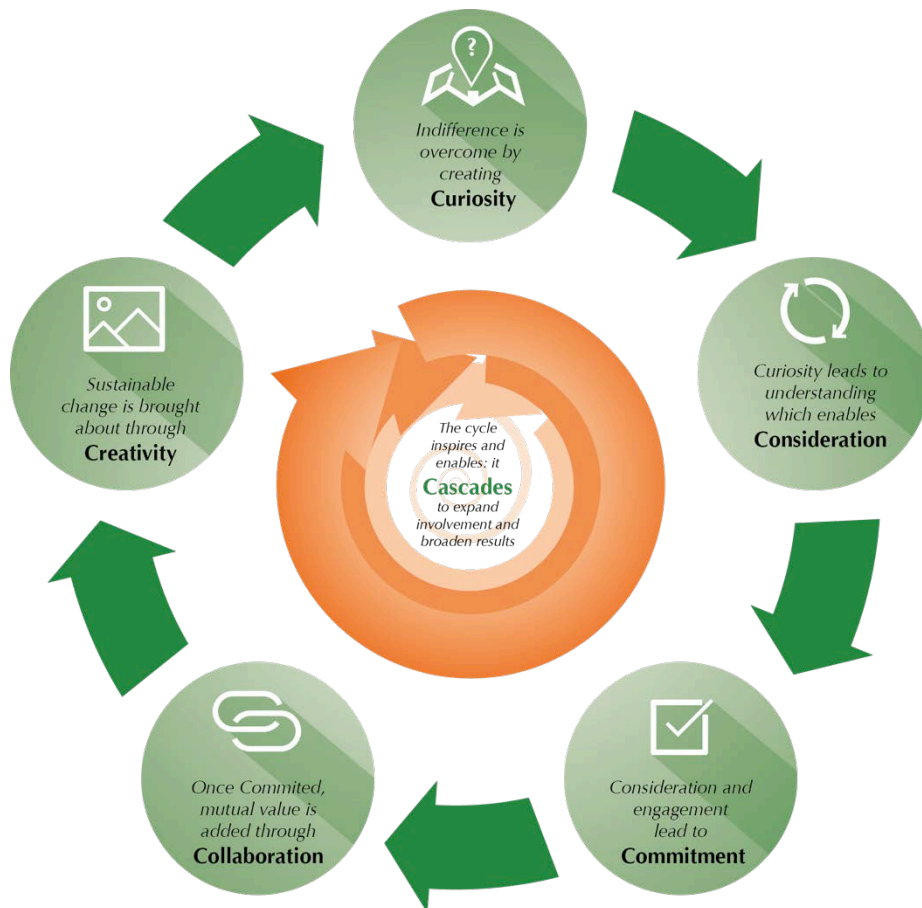
Caplor Horizons started its life properly at the beginning of April 2014. Initially, I promised a couple of days a month to help create a marketing plan and also to help develop the overall strategy. Over the next year my input developed in two ways. Internal to the organisation, I sketched out ideas related to strategy, including what Caplor Horizons’ brand identity might look like and how it might develop. I designed diagrammatic models to represent, in easy to understand terms, what Caplor Horizons was all about. I helped to put together a social media programme, worked with Ben Oldroyd (my son) to design iconography; and I continued to advise on how the organisation might expand through various income streams. Externally, I became involved in helping Caplor Horizons to deliver some elements of its work. For instance, in mid-2014, I helped to develop the proposal for FEIL (Federation Experiment in International Living) and then assisted in delivering the work that we had won during the following months. It was only recently that I realised that, from mid to late 2014 onwards, the two days per month that I had promised had become at least two days per week! At the end of March 2015, my total time input for the first year of Caplor Horizons is estimated to be 78 days.

Since Caplor Horizons’ inception in April 2014, it has been engaged with strategy, leadership and advocacy with organisations as far afield as Madagascar. In partnership with the International Centre for Humanitarian Affairs, it has helped to build capacity within the Red Cross in 13 countries across sub-Saharan Africa. It has worked with an international Federation to develop its strategy across its members in 23 countries. And, of course, it has contributed to *inspiring and enabling leaders to deliver a sustainable future!* However, what impact has it had on me, as an individual?

Firstly, it made me **curious**. Caplor Horizons’ purpose of enabling individuals and organisations to *‘deliver a sustainable future’* intrigued me. For instance, what were the true implications of climate change, other than headline grabbing newspaper stories? What, exactly, *was* sustainability and how did it fit into leadership and strategy? I needed to learn more about this.

So, to answer these questions, I undertook an ‘on-line’ course with Exeter University, entitled ‘Climate Change’; and another one with Bath University, entitled ‘Sustainability for Professionals’. These courses made me **consider** not only the science behind climate change (which, in fairness, can be ambiguous at times), but also the organisational benefits of considering ‘people and planet’ as well as ‘profit’ (the triple bottom line). Having completed the courses I was more **committed** to (and better understood) Caplor Horizons’ purpose of ‘*inspiring and enabling leaders to deliver a sustainable future*’. I began to appreciate that, by **collaborating** with the hugely diverse ‘talent team’ within Caplor Horizons, the truly **creative** ideas that were emanating from the organisation could indeed help to achieve sustainable change – albeit, initially, one small step at a time. Now don’t get me wrong – I’m still far from being a tree-hugging zealot! But I’ve started to realise that the impacts of our decisions as a society have very real consequences for other people’s lives around the world. And also that small actions, taken collectively, can make a real change for the better. They **cascade** to facilitate change throughout society.

Caplor Horizons impact is starting to be far reaching. It has genuine influence across a wide spectrum of organisations. By providing high quality programmes and services to varied organisations (all at an affordable cost), it has begun its journey. And it has started to inspire and enable people to bring about lasting and meaningful changes for the benefit of society.



However, its impact on me is far more than just the learning and the journey from curiosity to commitment (and onwards) in the cycle above. To be part of the team is fun, exciting, challenging and hard work. Ultimately, it’s not so much just giving time, but rather *contributing to a cause*. And, personally, I’ve benefitted immensely from the knowledge and experience that I’ve gained from being part of this diverse and hugely talented team.”

### 9.3.2 Laura Vickery, CSR Advisor

“It was Ian Williams who first introduced me to Caplor Horizons and invited me to get involved. I had met Ian a number of years earlier, in the days when he was heading up Concern Universal and when I was running a number of international development projects for the Co-operative Group. Together, we set up a project in the Chikwawa district in South Malawi, providing support for Fair-trade sugar growers, and which I was fortunate enough to visit in 2010.

If you know Ian, you will know that he is a guy who really knows his stuff, is deeply passionate about effecting change, and who is good fun to work with. Which, for me, is an irresistible combination! Plus the lure of working for a new enterprise with like-minded people from a variety of backgrounds was an attractive proposition.

My work with Caplor Horizons has already allowed me to get up close and personal with an NGO which is local to where I live – Practical Action. I have found the work a refreshing compliment to my 'day job'.

The simplicity of the match-making function that Caplor Horizons can offer appeals to me - wish I'd thought of it myself!”

### 9.3.3 Denise Mulligan, Leadership Development and Coaching Advisor

“In June 2014 I received an email from an ex-colleague, John White, asking if I would be interested in contributing to a new charity called Caplor Horizons in Herefordshire; he was the new Chair of Trustees. The email briefly explained the charity objective, *inspiring and enabling leadership to deliver a sustainable future*. They do this by connecting people who wish to give time and expertise to organisations around the world, particularly in the not-for-profit and NGO sectors. The next project was delivery of an Effective Humanitarian Leadership (EHL) programme for Red Cross in Kenya, just 2 months later. The message concluded *'it would be great to have you involved if you could, but I perfectly understand if you can't, and don't be afraid to say no.'*

The first thing after receiving the email, with the intriguing message *'you can say no'* (great marketing!) was to look at Caplor Horizons website, get curious about this new charity with its compelling mission and purpose, providing remarkable opportunities for philanthropy, some people giving time, others making a financial contribution.

Well that was it, I was *'on the bus'* as they say - the hook was seeing the website, the language of organisational effectiveness, and feeling the energy of like-minded people. My next step was to meet the Executive Director, Ian Williams, and other members of the team.

In early July I met part of the growing Caplor Horizons team undertaking the work involved in the EHL/Kenyan Red Cross project. I liked what I saw and heard, creative people with an energy and passion for doing their best work. I didn't contribute much at this meeting, but I listened as people planned and developed a programme that was going to make a difference to the effectiveness of leaders across Africa.

I am certain about my reasons for wanting to be part of such an exciting adventure, hoping by osmosis to learn and develop my own personal leadership and do my best work. I am now becoming clearer what I can contribute, what my individual strengths are, but this experience is tied into much more: it is tied into my values of openness, integrity and making a difference; and to values that drive and sustain me. In becoming clearer in what I can offer, I am becoming clearer about our Caplor Horizons team and our own leadership challenges - as a team we are geographically challenged to meet face to face. Most of us have day to day challenges of giving our time without cost and still making a living. I commit because I want to feel more than a resource. I seek to make a unique contribution to an organisation that cares as much about me as they do about the work they do. I seek to develop strong relationships between everyone involved, to share ideas, be challenged, stretched, energised, a charity to other charities that may be small but has considerable strength.

Between July and potentially until the end of March 2015, I will have contributed: Meetings, 9 days; EHL programme in Kenya, 17 days; Coaching sessions and prep, 9 days; Programme administration and prep, 7 days. In total 42 days!

My time and experience of leadership development has contributed to: coaching 9 participants (2 sessions each) from 7 African countries, who attended the EHL programme in Kenya; part of the delivery team on modules 1 and 2 of the Red Cross leadership development programme in Kenya; development of the EHL programme; and contributing to developing the Caplor Horizons core leadership activity.

I have benefited by being part of an exciting venture. I feel, as a team, our individual strengths complement each other, enabling and encouraging us as a whole to do our best work. This experience has exceeded my expectations in that I add value when I feel I can, without pressure to take on challenges that can be far better met by other's skills. My key learning, having worked as a volunteer for other organisations, is to work wisely and not to feel I have to take on too many challenges, where the heart says yes, but sense says no!"

#### **9.3.4 Peter Moore, Governance Advisor**

"I first met Ian Williams in 2013 when he was Executive Director of Concern Universal. I gave some advice on governance in federations based on my experience as a board member involved in the redesigning of Action Aid into a global federation.

One of Ian's many strengths is that he is fearless about asking for help, so our initial contact led to conversations and e-mail exchanges as Ian worked with many people to plan and create Caplor Horizons. He and I have a Skype conversation every three months, focused on Caplor Horizon's progress and how I could help.

Since March 2014 he and Lorna Pearcey have made progress visible and kept people engaged through a short weekly update to those involved, ending each week with a fresh inspiring quote.

I formally became a Governance Advisor to Caplor Horizons in July 2014.

My contribution, adding up to a total of 8 days in the current financial year, has been mainly as follows:

- A paper of ten tips on “Sustaining Effective Leadership in a Federal Structure”
- A paper on “Ten Top Tips for Developing Successful Strategies and Bringing about Effective Organisational Change in Federations”
- Participation in a meeting to develop Caplor Horizon programmes
- Comments on Caplor Horizon’s own strategy

The papers have been used to support Caplor Horizon’s work on an Effective Humanitarian Leadership programme for the Kenya Red Cross and with the Worldwide Network of the Experiment in International Living (Federation EIL) and other customers and potential customers.

Why do I support Caplor Horizons?

First and foremost, because of what it does. It helps small and medium-sized NGOs to be effective and sustainable without imposing costs that would normally exclude them from high quality tailored support. It does this by channeling the energy and experience of large numbers of people who contribute for free or at reduced rates. I especially like the emphasis on sustainability in the face of climate change, a current focus of mine.

Secondly, I gain a lot myself, more than I expected, from my work with Caplor Horizons. My papers involved committing to writing what I have learned – a great learning experience in itself as I structured what I knew, got comments from others and was encouraged to make links to theory. The papers are also proving very useful in my work as a consultant on governance and strategy in international development.

Thirdly, the people. Caplor Horizons is brilliantly led by Ian: energetically, thoughtfully and inclusively. He and all the others who lead and support Caplor Horizons are a wonderful group to work with. I enjoy working with them and I learn a lot in the process.”

### **9.3.5 Hannah Newcomb, CSR Advisor and Trustee**

“Ian Williams and I first met in both of our previous roles. Ian, as Executive Director at Concern Universal (CU), and I as International Development Manager at The Co-operative. CU were delivering a three-year WASH programme in Malawi to support the sugar-growing communities which supply The Co-op with its Fair-trade sugar. Impressed by the diligent approach taken by CU in its programme delivery, monitoring and reporting, I made the introduction between CU and The One Foundation to explore additional WASH programme support through donations from sales of The Co-op's own-brand bottled water, Fairbourne Springs, and so the partnership between our organisations continued.

Alongside our common interest in supporting poverty alleviation and sustainable supply chains, we also had a Herefordshire connection - as I grew up in Whitchurch, near Ross-on-Wye, not far from CU's office in Hereford!

Around six months after leaving CU to set up Caplor Horizons, Ian got in touch to explore opportunities for me to work with Caplor Horizons, both to benefit from the mentoring support offered by CH to support my professional development, and to offer my experience in CSR strategy and corporate partnerships to support CH programmes.

I can say without hesitation that I have found both of these elements of involvement with Caplor Horizons valuable. Ian's mentoring has supported me to gain a clearer understanding of my longer term career ambitions, and I have now taken a career step to become Morrisons' new Ethical Trade Manager. I have also found my involvement in Caplor Horizons' programmes very rewarding.

To date, I have volunteered support through:

- participating in a one-day strategy development day;
- contributing to a programme meeting on the development of a product to support SMEs with sustainability;
- attending my first Board meeting, something I hope to continue being involved with;
- writing a paper on *'ten top tips for creating lasting, win-win relationships with philanthropists, business leaders and businesses'*, which has been initially used to support Practical Action in their corporate partnerships planning, and which I hope can be developed into a broader product to support small charities and SMEs."

### 9.3.6 Olivia Sawyer, Charity Services Advisor and Trustee

"In November 2013 Ian asked if I would like to support Caplor Horizons, over a coffee and a quick introduction. I immediately said yes. Harnessing the passion and experience of individuals and organisations who give their time for free or at reduced rates, Caplor Horizons inspires and enables SME's and NGOs to be effective and sustainable without the costs associated with bespoke support. After seeing the benefits that this type of support has had in Concern Universal's teams, the vision of Caplor Horizons filled me with excitement. Especially if I could be 'on the bus' helping the wheels spin. The second question Ian asked was 'how would you like to contribute?' What a brilliant way to empower someone! In a 'start up' it is normal to be asked to join in a particular capacity. I thought that my experience in volunteer management and organisational services could be helpful in developing the voluntary model, and whilst I have been privileged to contribute to the work of Caplor Horizons, I feel that the learning and personal development I have gained has been far greater.

The inaugural steering group meeting was held on 26<sup>th</sup> January 2014. Since that meeting my journey with Caplor Horizons has exceeded my expectations, not least through the impact of our programmes, but also through providing a rich personal journey. I am a Trustee, have been involved in the group developing the Forum (an innovative and collaborative online environment) and I have supported the development Caplor Horizons talent team strategy. This equates to 12 full days. I didn't realise I had that much time to give, whilst working full time and studying. This increase in contribution, over what I had anticipated, is in part due to the sense of belonging (created through excellent stewardship by Ian and Lorna). It is also due to the autonomy I was given right from the start when I was asked 'how would you like to support'? The space and support to 'reach higher' has enabled me to develop my skills as a leader and work at a strategic level not done in previous roles.

On February 18th this year (2015), I joined a day event lead by Ann Alder and Geoff Cox, specialists in experiential learning. The aim was to explore and develop a model that could underpin all our work in the areas of Leadership, Strategy and Advocacy. This day embodied the Caplor Horizons spirit; 26 people from very different backgrounds with different skills and interests coming together for a common purpose. Passion most definitely persuades and, through my role as an Advisor at Caplor Horizons, I'm fortunate to work alongside extremely passionate people. This passion leads to a fantastic buzz and on the 18th Feb this buzz cemented a sense of belonging to a group of people taking great strides to make our world a better place, both now and in the future. The event was a success and a smaller group are now refining the approach into something distinctive for Caplor. It also marked a little over a year working with Caplor Horizons and so a great opportunity for me to 'take stock'. Ann and Geoff's approach let me explore more deeply the next ripple on the pond from my natural leadership style and in particular how this works in a team dynamic. This was extremely nourishing on a both personal and professional level. Not only am I fortunate enough to contribute to work that I'm passionate about, but I am continuously gaining insights about my strengths, and how to make the best of them and areas I can work on. I'm then able to feed this back into my work with Caplor Horizons and my role at Concern Universal. This continuous feedback effect is as empowering as it is energising and my aim now is to support others in developing their unique journey to contribute to a sustainable future."

### **9.3.7 Professor Sharon Turnbull, Organisational Development Advisor**

"I can't stop talking about the Effective Humanitarian Leadership (EHL) programme to anyone who will listen. The people I met (on the second module in March) have been on my mind every day since I returned from Kenya. I constantly wonder how they are getting on, and how they are putting what they learned into practice. Never before has a programme and its participants affected me so deeply.

Working with leaders to help them to refine and enhance their leadership capability is always rewarding, which is why I love my work. But this time it was different. My week with the EHL programme for Caplor Horizons and the International Centre for Humanitarian Affairs in Nairobi was exciting, astonishing, and truly worthwhile. Facilitating a programme for 23 humanitarian leaders from Red Cross and Red Crescent Societies from across Southern Africa was a deeply moving experience. These courageous leaders work on the front line of unimaginable human suffering, operating in some of the most difficult environments in the world, where climate change, weather unpredictability, economic turbulence, and political instability bring daily threats, and often unimaginable disaster. These resilient leaders have to find their way through some of the most difficult administrative and governmental systems and networks imaginable to achieve their goals, whilst retaining the engagement of their people, the trust of their donors, the dignity and health of their beneficiaries, and their own well-being and energy.

I was humbled to be able to contribute in a small way to the development of these dedicated leaders through the Caplor Horizons EHL programme. I will go back to Africa, and I feel confident that our work will make a difference. I believe that enhancing leadership by building deep understanding, robust practical skills, and enhanced self-confidence is one of the most effective ways to create healthy and sustainable organisations that, in turn, will help to build a better society.



Leadership and organisational development are a vital part of Caplor Horizons' work. I am proud to be a Caplor Horizons Advisor and grateful to have been a member of the EHL team.

My involvement with Caplor Horizons goes back to some early conversations with Ian Williams when he was first imagining doing something different more than a year ago. Over a few early morning coffees we explored together some of his ideas and hopes, his vision and his aspirations for creating an organisation that would make a tangible difference and could potentially change the model of charitable giving in a dramatic way.

I had no hesitation in saying 'yes' to becoming part of this. I believed that the model could be path-breaking, and I was happy to support him in making it work. The journey so far has borne this out.

I have been part of a number of exciting conversations that will lay the foundations for Caplor Horizons as it develops. From sharing ideas with Worcester University to developing a model for leadership development with Geoff Cox and Ann Alder, the future looks exciting, and I am pleased to be a part of it. In one year we have come so far and I am now looking forward to seeing what can be achieved in the second year."

### 9.3.8 Usha Ladwa-Thomas, Sustainability Advisor and Trustee

"I met Ian Williams in 'Costa' in Cardiff, having been introduced '*as someone worth meeting*' by Peter Davies, Sustainable Development Commissioner for Wales, and someone who I greatly respect.

On the morning that I met Ian, I was in a "*bit of a mood*" (as my daughter describes me) and wasn't really up for meeting a stranger. However, within 5 minutes of meeting Ian, I seemed to be locked in a deep conversation, pouring out my own history of working in different sectors, and of being in that hugely privileged position of being part of a Government in Wales that is leading the thinking on how sustainable development is embedded into all decision making.

I left the meeting feeling high with excitement because I had met someone who not only wanted to gather together like minded people who believed in his vision for a different world, but also people who saw that vision through the lens of Sustainable Development. And that wasn't all! The real clincher for me was that Ian was proposing something that I have been passionate about for years - but to describe that I need to go back a little in time.

I met Edgar Cahn, the guru of 'time banking' and author of "*No more throw away people*", several years ago. Edgar's thinking is simple and powerful. He argues that we have a *financial* economy and a *core* economy. The latter is the talent and skills that we all uniquely possess and can excel at. If society can value these skills, and enable their use, then it can better empower people whose worth is often only measured in terms of financial capacity.

Edgar introduced me to the notion of time banking - something that I think is about collaboration and co-production, and is central to the values of sustainable development. It struck me that Caplor Horizons' proposal - that skilled and experienced Advisors give their time to make a bigger difference – felt more like a movement for change, rather than just another leadership '*consultancy*' or '*agency*'.

The proposal allowed people to 'get on the bus' and then leave it for a short while, then re-join and so on. How could I say no? It was a gift from the universe. It was also a gift that was timely, as I had just lost both my parents and was searching for a bigger meaning in life.

I often say that, with Caplor Horizons, '*I get more than I give*'. So over the last year I have not only been able to have a voice at board level in shaping the organisation, but have also felt trusted to go to Kenya and deliver a programme. As well as this, I have had the opportunity to meet amazingly talented people, alongside knowledge and wisdom holders (too many to name), and to form friendships with a wide range of people. The total time this amounts to is approximately 24 days (during the first year of Caplor Horizons).

The biggest gift has been to feel that I could help make a bigger difference - as we did for participants in countries like Kenya, where our leadership courses and training have been '*lapped up*'. The opportunity to then coach eight participants, and to travel a little of their journey with them, has been inspiring and humbling. It has also brought the news of international events, such as the Garrisa shootings in Kenya, much nearer, knowing that two of my coachees are there, on the front line, doing some courageous work. They are the heroes of this story of Caplor Horizons. We have the privilege to hold their hands for a short while, and to share what we have the privilege of getting so easily. That, I think, is what the *movement* of Caplor Horizons is all about. That is what, I think, inspires so many Advisors to be attracted to the organisation.

I feel committed to doing all I can to help the organisation and the '*family*', which, dare I say, includes a wider group of partners, friends and managers than only the names that we have on our Advisors list. They help us to go to Kenya, or have a meeting in the evening, or '*allow*' Sunday working. So, like any movement, we have an invisible army behind us. We can therefore celebrate our first year with considerable pride and humility."





Something distinctive about Caplor Horizons is its Talent Team of Advisors, supported by our Trustees and Staff.

During 2014/15, each of the people below (in no particular order) has contributed very significantly – ranging from contributing inspirational ideas and shaping strategy, through to practical ‘shoulder to the wheel’ activities to make things happen.

Some have governance responsibility at Trustee level, others have contributed to building the organisation and/or designing and delivering programmes and services. Not everyone is listed; however, the contribution from everyone associated with our unique organisation is greatly appreciated.

### Board

John White  
Usha Ladwa-Thomas  
David Hitchiner  
Mike Lloyd  
Hannah Newcombe  
Matthew Lake  
Olivia Sawyer  
John Berry  
Gareth Williams

### Advisors

Ann Alder  
Dr Geoff Cox  
Liza Bewick  
Jake Bharier  
Vanessa Bradbury  
Lorraine German  
Dr Ann-Marie Brouder  
Prof Ian Bruce, CBE  
Rupert Cadbury  
David Coates  
Angus Davison  
Esther Grisenthwaite  
Sandy Hanson  
Samson Hailu  
Richard Harvey  
Dr Vicki Howe  
Julie Ingram

Dr Peter Moore  
Denise Mulligan  
Will Odling  
Simon Oldroyd  
Ben Oldroyd  
Rachel Ritchie  
Chris O’Riordan  
Bill Ross  
Mark Simpson  
Stella Smith  
Sue Stockdale  
Deven Thakkar  
Prof Sharon Turnbull  
Lord Paul Tyler, CBE  
Laura Vickery  
Jane Stephenson

### Staff

Dr Ian Williams  
Lorna Pearcey

