



CaplorHorizons



Photograph by Liz Handy, Feb 2016

“ Caplor Horizons is a not-for-profit organisation. It was created to help charitable organisations think differently about themselves and the new horizons that they face. At the same time it provides opportunities for those able and willing to contribute their time and expertise for the lasting benefit of society.

Caplor Horizons exists to help other organisations strengthen their leadership, renew their strategy and improve their influence, using their own model of learning, the Caplor House. In this way it aims to improve their effectiveness and ensure their sustainable future.

Charles Handy, Feb 2016”

The Lighthouse



A lighthouse is a navigational aid. We want our organisation to be a beacon of light for others, not just helping them to navigate the best way forward, but also focusing (like a lighthouse lens) on specific actions that will make the biggest difference.

The Morris Dancer's Hat



Morris dancing is an English cultural folk dance. The hat epitomises our respect for the diversity and richness of differing cultures around the world and signifies that we ensure that *their* traditions and ethos remain at the heart of any contribution we make.

The Orchid



The orchid has around twenty-five thousand species – more than twice the number of bird species and four times the number of mammal species. As well as symbolising the importance of biodiversity and sustainability, the orchid's many beautiful flowers also represent the unique influence that each individual within the Caplor team puts into practice through their distinctive contribution.

The Boot



At Caplor Horizons, we are committed to putting 'boots on the ground', walking the talk and providing practical support for charities and responsible businesses. By inspiring and enabling positive change, we help organisations to strengthen their effectiveness towards achieving a sustainable future.

The Patchwork Quilt



The strength of Caplor's weave is in the diversity of its different threads. The patchwork quilt characterises the wide range of skills and experience that Caplor Horizons' staff, advisors and partners bring to the organisation, fostering a culture of creativity and an atmosphere of dynamic innovation.

The Peace Rose



The Peace Rose encapsulates the importance of new life and renewal. It also represents the generosity and philanthropy of our Advisors who contribute their time and experience, and whose actions cascade to bring about lasting and meaningful change for the benefit of society.

Thinking differently

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SUMMARY

Caplor Horizons has passed its second birthday! A considerable amount has been achieved. During the first year we concentrated on the establishment of the charity. Momentum has been built during the second year and stronger foundations have been laid. Considerable practical work has been undertaken with clients and a lot of progress has been made on our 5 strategic priorities.

The most important development during the second year was the establishment of our new model – The Caplor House. It is a *leadership development and organisational effectiveness* model that has now become the DNA of Caplor Horizons. It informs what we do, how we engage with clients, how we develop our internal systems and how we evaluate our work. Emerging from this model is the “Essentials” series – a development programme that focuses on Leadership, Strategy, Influence, Learning, Collaboration and a Sustainable Future.

As specialists in organisational effectiveness, we are providing high quality bespoke services and distinctive programmes via our Advisors and a small staff team. We are fortunate to have a committed board - 9 people who meet quarterly under the leadership of John White (Chair) and Usha Ladwa-Thomas (Vice Chair). This year, the staff team has expanded from 2 to 3 people: Ian Williams (Executive Director) and Lorna Pearcey (Director of Development) have been joined by Jean Sellar (Programmes and Partnerships Co-ordinator). We are an independent charity. However, we benefit greatly from being part of a wider Caplor family (Caplor Energy, Caplor Property and Caplor Farming). We want to provide evidence of how a charity and business can work together in “win-win” ways and thereby encourage others.

During the year, our strategy has been updated and new systems have been put in place (notably a data-base). The website has been overhauled and an inter-active forum has been established. We are committed to integrating compelling, insightful and creative ways to communicate what we do and the work of our clients. During the year Simon and Ben Oldroyd carried out outstanding work in this respect. We have also taken steps to strengthen the management and governance of the charity.

Overall, activities have increased considerably. Growth on each of the points below - linked to each of our 5 strategic priorities – is up by at least 20% and sometimes over 50%:

- **Talent team:** In year one we had over 30 Advisors. This has increased to over 50 in year two, each contributing at least one day per year, some many more than this. During the period, over 540 days of voluntary time has been committed (over 410 in the first 12 months). This philanthropic approach enables us to offer outstanding value to organisations. During the year, an in depth review was carried out with 15 of our Advisors. The feedback received about their engagement was very encouraging and we were able to immediately incorporate learning points arising.
- **Services and programmes:** We provided bespoke services to 9 main clients that had started with us in year one. Also 11 new client relationships commenced. In total we had 20 *significant*¹ client relationships in year two (12 main clients in year one). We continued to engage with a number of other organisations. We designed and delivered one new programme focused on NGO leaders in Uganda. We also ran a second cohort of a programme that had been initiated in year one, targeted on Red Cross leaders from across sub-Saharan Africa. We extended our advocacy programme into a second year.

¹ “significant” defined as over 1 day, with most being more than 3 days and some far more

We have been fortunate to receive very positive feedback from the organisations we have worked with. Case studies and testimonials have been shared on our website. Examples are given in this report. The feedback to date demonstrates that - in the eyes of the organisations we serve - we are making a high quality contribution.

- **Support base:** Our updates now reach around 350 people each week (around 180 in year one). Through these and our social media we encourage people to take action related to our purpose. Our Facebook reach has increased by 20%. By the end of the second year, we had around 40 individual members, contributing regularly as supporters of the charity (in year one, around 20 members). Richard and Kay Harvey along with David Barnes provided important sponsorship. We have also received very important contributions from five Trusts and Foundations: the Waterloo Foundation, the Oakdale Trust, the William Cadbury Trust, the Eccles Family Trust the CB and HH Taylor Trust. Co2balance has enabled us to become a “carbon zero” organisation. We were able to exceed budgetary expectations regarding overall income and expenditure and meet our reserves target.
- **Impact:** The main actions have been to (i) undertake an in-depth review with a significant number of our Advisors, (ii) carry out evaluations of programmes in Uganda and Kenya, and (iii) gather feedback from the bespoke services provided to clients. Much of it is shared on our website. If anyone has specific queries, we are willing to address and share details related to these. We have learnt during the process and a Talent Team group, co-led by Sandy Hanson and Liv Sawyer, regularly meets to consider progress and plans related to our Advisors.
- **Forum:** during the year we established an online interactive forum. The work was led by Deven Thakkar and a group met regularly discuss progress and plans. 6 new resource papers have been written and these are on our Forum. In total, 13 papers have been created since our inception.

An inspirational highlight was the considerable involvement of Charles and Liz Handy. They played an exciting role in helping to develop our strategy and communicate what we do. In May 2015 they facilitated the creation of a Caplor Horizons “Coat of Arms” or “Still Life” (see picture on front cover and website for details). In February 2016, they produced a booklet about Caplor Horizons. In March 2016, we were able to organise for Charles to provide a presentation to people at the annual BOND conference for NGOs (the largest of its kind in Europe). At the same time, Liz exhibited the photographs that she had taken for the booklet about Caplor Horizons and Richard Harvey led an excellent and separate session about “Transferable Leadership”. This focused on leadership lessons between the not-for-profit and charity sectors. In addition to the BOND event, we were also able to organise that Charles spoke at a special “Charity Talk” held by the Centre for Charity Effectiveness in London (in April 2016).



We are very appreciative of everyone that has made it possible to grow and strengthen our approach. This would not have been achieved without the remarkable contributions of many people. Thank you!

INTRODUCTION – WHAT IS THE STRUCTURE OF THIS REPORT?

This is the second annual Impact Report of Caplor Horizons. It is structured as follows:

1. Rationale
2. Methodology
3. Our Model
4. Our Learning
5. Priority 1 – Our Advisors
6. Priority 2 – Our Services and Programmes
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Annex Information – Case Studies

1 RATIONALE – WHY ARE WE MEASURING IMPACT?

We are measuring our impact because we want to know what progress we are making and whether we need to adjust our strategy as a result. During the year we updated our strategy - notably the vision, mission and value statements. However, our purpose remained the same: *“to inspire and enable leaders to deliver a sustainable future”*.

Furthermore, we remain committed to contributing to a movement for change with a practical focus on 3 activities:

- facilitating the review and development of organisational visions and *strategy*;
- carrying out *leadership* and team development;
- helping strengthen the abilities of individuals, teams and organisations to *influence* change

We developed the following short statements to align with our 3 values:

- Inspiration - *inspire people to think differently.*
- Improvement - *enable people to improve.*
- Sustainability - *help balance environmental, social and economic progress.*

Revised vision: *“A world in which social, environmental and economic progress is balanced”*.

Revised mission: *“To make a remarkable contribution to organisational effectiveness and leadership within the not-for-profit sector”*.

We continued with the original 5 strategic priorities, although we strengthened the approach to each:

1. To develop a formidable Talent Team (Advisors);
2. To design and deliver high quality, bespoke Services and distinctive Programmes;
3. To build a strong Support Base;
4. To improve our Impact;
5. To develop a Forum – a collaborative platform.

An up to date presentation of our strategy, including a one page summary (in rich picture format) is on our website. We are very committed to delivering our strategy. To do this we need to demonstrate and understand the difference we make and to improve our work as a result. We have enhanced the processes we use capture feedback and evidence.

We include, within this report, an update on our measurement of the environmental impact we make. As in the first year, we undertook this in collaboration with Co2balance. Towards the end of the second year, we began to focus on 'equalities and human rights'. This is an area we will increase momentum on during the third year. We will establish ways to ensure this is at the heart of all that we do. Usha Ladwa-Thomas and Hannah Newcomb will lead on this at Trustee level. For instance, some training on this for internal and external purposes has been scheduled with Chandra Ladwa and Saf Ghatson.

2 METHODOLOGY – HOW ARE WE MEASURING IMPACT?

Information within this report relates to four key elements:



- (i) Details about *inputs* (resources contributed), notably the time of staff and Advisors;
- (ii) Specifics about *outputs*, particularly the number of clients and services and programmes delivered; also emerging insights on:
- (iii) Outcomes, and
- (iv) Impact.

To frame our approach, we focus on our Purpose and the 5 strategic priorities (as stated above). In addition, we consider how the difference we make focuses on individuals, teams, organisations and society:



It should be noted that this report is a synthesis and that different 'specifics tools' have been used on a case-by-case basis. For example, the four levels of Kirkpatrick's typology formed a backdrop when reviewing three activities: (i) the Effective Humanitarian Leadership programme (cohort 2); the Sustainable Leadership Development programme; and Vennture's Family Pastor programme:

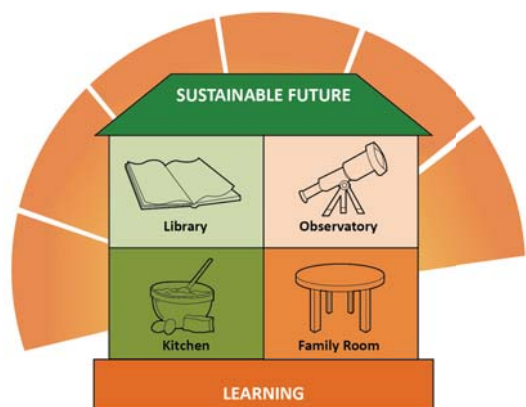
- Reaction of participant - what they thought and felt
- Learning - the resulting increase in knowledge or capability
- Behaviour – the extent of behaviour, capability improvement and implementation/application
- Results - the effects on the organisation or environment resulting from the participants performance

As a small charity we have put a relatively high priority on impact. We are determined to keep up the pace on this in the future. Professor Sharon Turnbull has very considerable relevant experience. She has provided outstanding guidance at individual assignment levels through to the organisation as a whole.

3 OUR MODEL – THE CAPLOR HOUSE

A significant breakthrough in the work of Caplor Horizons has been the establishment of a unique *leadership development and organisational effectiveness* model. The Caplor House was created by Ann Alder and Dr. Geoff Cox. They have made a remarkable contribution to Caplor Horizons.

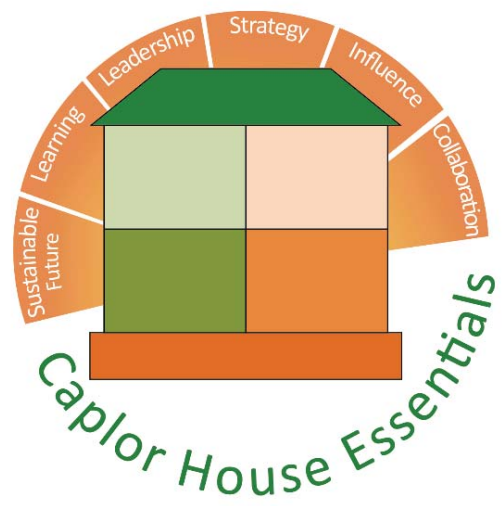
Moreover, during the second year, many other people also generously contributed their time towards the further development of the House. For instance, see the picture below of a “House development day” (we had 10 during the year):



Particular people have helpfully focused on different parts of the House: for example, Dr Ann-Marie Brouder, Dr Vicki Howe and Usha Ladwa-Thomas worked on the “Sustainable Future” part of the House.

Background information about the Caplor House is available on our website. It draws from a number of research themes, academic paradigms and influential thinkers; the work of Charles Handy is especially pertinent. It is an integrative model that inspires and enables learning and it provides a language for learning. The model focuses on organisational effectiveness and leadership as it is enacted. It links to research on strategic change and distributed leadership, encouraging leadership to flourish at all levels.

Emerging from the model is the “Essentials” series – a development programme that focuses on Leadership, Strategy, Influence, Learning, Collaboration and a Sustainable Future:



Various workshops have been scheduled (almost every month) in 2016 to further develop the Essentials and provide training. At least 10-15 people volunteer their time on each occasion. In one session over 30 people gained an understanding of how to use the model and became our first group to be awarded with “Practitioner Certificates”!

The titles of each of the Essentials are captured within the “rays of the sun” on the Caplor House icon. The Caplor House and Essentials are all integrated into our work with clients to strengthen leadership, renew strategy and improve influence.



4. OUR LEARNING

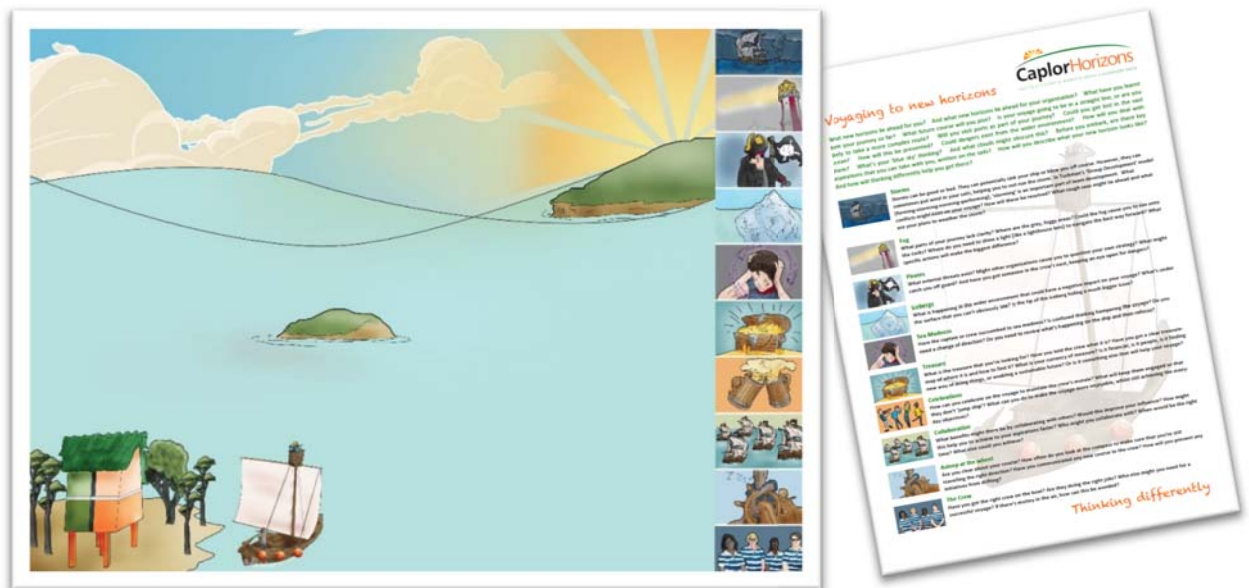
As an organisation, we are committed to learning. In our Caplor House model, learning forms the “foundation”. Five key components are included in this (based on a major study by Bristol University about *effective lifelong learning*): creativity, critical curiosity, collaboration, consciousness and commitment. We used this framework to reflect on the second year. Some illustrations are given below:

Creativity - a willingness to explore alternative ideas, experiment, take risks, be wrong, learn in new ways, have fun and be playful.

During the Caplor House development days, creativity flourished and we had a lot of fun along the way. For instance, see the photos below of people trying out an experiential learning exercise called “Arboretum”. Dr Vicki Howe and Will Odling especially created this for Caplor Horizons.



In a similar vein, Simon and Ben Oldroyd produced a specially adapted tool called the “Voyage”:



Critical Curiosity: *the desire to ask questions, challenge, drill down, find a deeper meaning, enquire further and discover what works.*

During 2015 we established tools and ways of working, but then had to think critically about how to adapt them in different contexts. For instance, the Caplor House “cards” – about thinking preferences - had been used successfully with different clients, typically with 5-25 people at a time. However, in early 2016, an opportunity emerged to work with two larger groups – one with around 200 people (voluntary sector representatives in Bermuda) and one with 45 people (NGO representatives in London). Ann Alder and Geoff Cox liaised with us and created a very effective profiling exercise for use within these scenarios.

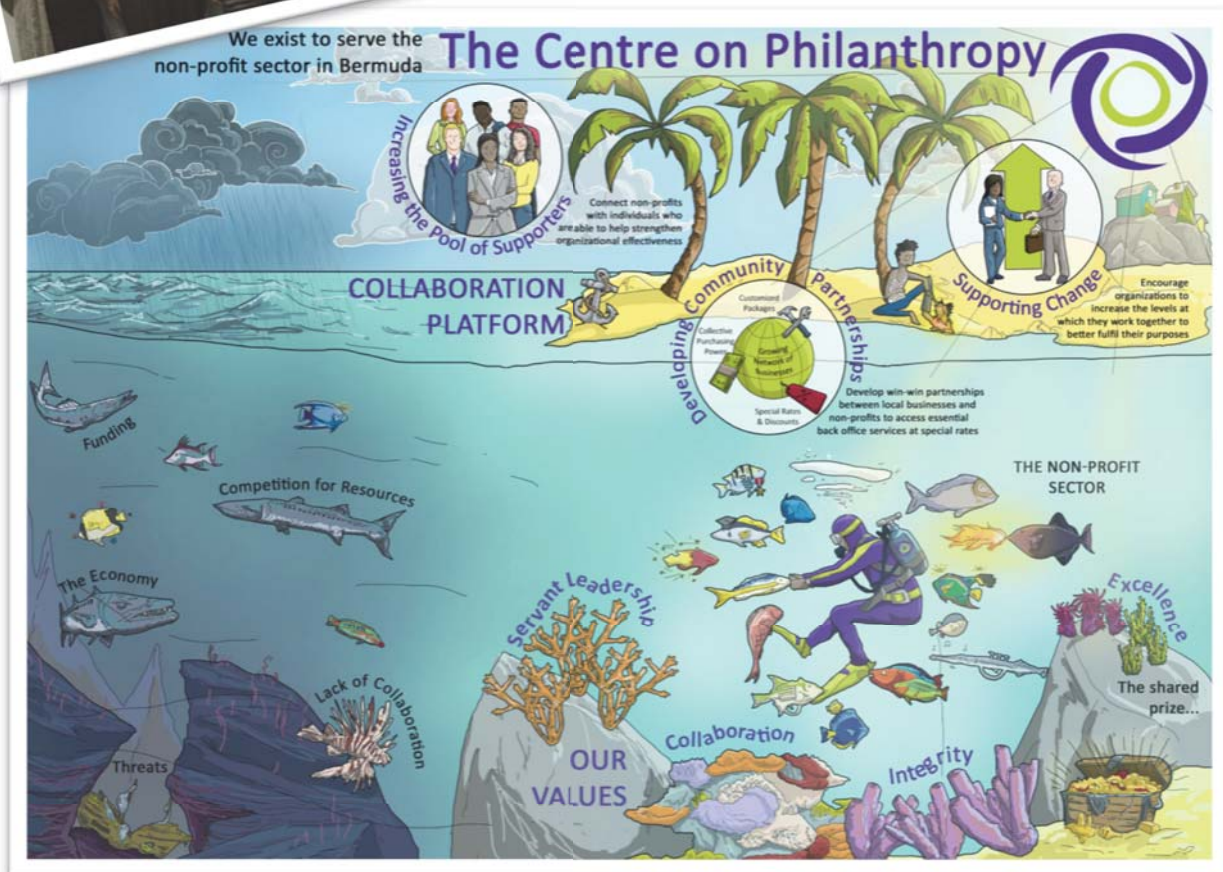


Collaboration: *the willingness to learn with and from others, problem solve together, share ideas but also retain independent thought.*

The very substantial efforts to develop the overall strategy of Caplor Horizons and to create the Caplor House model represent excellent examples of collaborative working. This has been internally focused. Externally, we have developed some strategic relationships. Moreover, towards the end of the second year, we had a fascinating session with some of our Advisors about “future proofing”. This led us to the conclusion that externally it would be wise to target partnerships in situations where we could have a ‘multiplier’ effect.

The best example of this so far has been our work with the Centre on Philanthropy in Bermuda - an umbrella body for the sector. We had the opportunity to encourage sector representatives to think differently about capacity building and collaboration during two keynote presentations at a Conference (held every two years).

We also facilitated the development of the Centre on Philanthropy’s strategy on collaboration (trustees and staff):



See picture below of some 'collaborative' light relief – various people involved with Caplor Horizons dancing at the Christmas party!



Consciousness: *the ability to make learning conscious, to reflect on thoughts and ideas, to develop learning strategies and think about the process of learning.*



We have tried, in various ways, to keep above the day-to-day operations and to reflect on how we need to amend our direction - rather like the person in the "crow's nest" on the Caplor ship (pictured left). This is far from easy at times given the inevitable pace and juggling involved with a "start-up" organisation.

However, one good illustration is the reference made earlier to the ongoing attention we are paying to our environmental impact - notably, during the second year, Rachel Ritchie worked to strengthen our approach to this. We are also giving increased attention to 'equalities and human rights', having recognised this as an area that we would like to be highly proactive about. Thanks to Usha Ladwa-Thomas and Hannah Newcomb, who are following up on the Trustee discussions held in March 2016.

Commitment: *the drive, will, persistence and resilience to keep going, bounce back and deal with negative feelings as we learn.*

Advisors have given their time and expertise for developing the organisation and delivering activities. This is far from easy at times, especially as we find our "sea legs" to deal with the hurly burly of a fast moving, growing and dynamic small organisation. Many people have to make substantial sacrifices in order to contribute. This includes travel and time in the UK, but also a significant number of people worked at an international level (typically spending around a week on the road as a result). We are very grateful to everyone for their commitment. The feedback received from clients indicates how much the contribution is appreciated.

It is also very important to recognise how our clients have been involved with the journey. Their understanding and willingness to work with us - especially at the beginning when we had so little track record – is very much appreciated.

See the picture below of some of us next to the actual Caplor House. Also a photo with the Money for Madagascar (MfM) team in March 2016. MfM was the first organisation to work with us and our relationship continued throughout the second year.



5. STRATEGIC PRIORITY ONE - OUR ADVISORS

Advisors are the lifeblood of Caplor Horizons. During the second year, over 50 people contributed at least one day of their time and skills on a voluntary basis. A small proportion of Advisors received remuneration for specific assignments, but in all such cases everyone worked on a reduced rate basis.

Our Advisors are ambassadors for our purpose. They demonstrate in practical ways their commitment to inspire and enable leaders to deliver a sustainable future. Playing such a vital role, it is essential that we ensure that the 'exchange' provides a two-way benefit to both the assignment they are working on and the Advisors themselves. Our approach to nurturing and developing our talent team is four-fold: (i) nurturing strong relationships is central to everything we do; (ii) we strive to develop a sense of belonging; (iii) we create distinctive opportunities for individuals to do the best work they've ever done and (iv) we are committed to fostering diversity.

In order to better understand what motivates people to contribute, so that we can improve our support, we conducted 15 "reflection" sessions with members of our talent team. Liv Sawyer and Sandy Hanson co-led this team. See the picture below (around the kitchen table) at one of our meetings. And another picture of a small group of people that volunteered their time to help trial out one of our new 'tools'.



The reflection sessions were conducted by Liv Sawyer, Lorna Pearcey and Sandy Hanson. Ann Alder and Geoff Cox helped to design a process using the Caplor House model. The 15 people were: John White, Vanessa Bradbury, Vicki Howe, Bill Ross, Usha Ladwa-Thomas, Sharon Turnbull, Gareth Williams, Peter Moore, Deven Thakkar, Mike Lloyd, Jean Sellar, Simon Oldroyd, Nick Snook, Sandy Hanson and Liv Sawyer. The full report is a substantial document, including the learning derived. It is available if of interest.

The main highlights were that, encouragingly, participants gave feedback that 90% of their aspirations had been met or exceeded. See the picture below of Liv presenting this information to trustees.



Feedback on this point included:

"I've never met so many hardworking, passionate and professional people"

"I've met very interesting and unexpected people and have greatly benefited from it"

"I've learnt so much from the various people and got out of it far more than I thought"

Furthermore the participants felt that 98% of the necessary support (to enable them to carry out specific assignments successfully) had been provided. The majority stated that the support had exceeded their expectations. Many people highlighted that communication had been both timely and effective and that they appreciated the strong support network.

Comments underscoring this included:

"There's always an instant response from staff – they're hugely responsive to queries/needs. In Kenya, I felt hugely supported from other Advisors back at home. I feel that there is great back up support."

"Support is crisp and this applies to how the staff operate in general. They always follow up on agenda items immediately and put plans into actions seamlessly."

"I'm amazed by the level of integrity and very impressed with Caplor Horizons professionalism."

"The leadership is very empowering to all of us. There's a good balance of detail and people are given space to do what they're good at."

Around 540 days of voluntary contribution amounts to very considerable 'in-kind' contribution. For instance, at £250 per day, the value of time contributed would equate to £135,000; or at £500 per day, £270,000.



Some of this work is internal to strengthen Caplor Horizons – for instance, see the picture of Mike Lloyd (left), who chairs the finance committee. He has provided lots of input to develop our systems.

Other work is external – for example, see the picture below of John Berry volunteering his time at a gathering of TechnoServe’s East Africa Regional Leadership Team in Ethiopia.



6. STRATEGIC PRIORITY TWO - OUR CLIENTS

Bespoke Services

We had 20 significant client relationships in 2015-16 (i.e. more than one day’s engagement). A substantial number of case studies and testimonials exist on our website. 9 of the relationships were ongoing from year 1 - some were assignments that had not been previously envisaged (e.g. Misan Cara), whilst others were a continuation that had been agreed at the outset (e.g. MfM).

The evolution of relationships has often led to multi-faceted involvement beyond what was initially envisaged. TechnoServe is a good illustration. Initially this was to facilitate a session of the East Africa senior management team in Naivasha. This was followed by some leadership development work with a small team in Nairobi. And then facilitating a gathering of the East Africa leadership team in Addis Ababa. In general it is a very positive sign for a fledgling organisation that clients have returned to work with us after a first encounter.



In all cases, Caplor Horizons’ staff and Advisors have worked together in various permutations to design and/or deliver whatever the client has requested. For instance, Dr Peter Moore, Deven Thakkar, Lorna and Ian all worked together on strategy development with the Pharo Foundation. See picture (left) of Peter with Samson Hailu, CEO of the Pharo Foundation (and also a Caplor Horizons Advisor).

Continued client engagement - from year 1

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. TechnoServe: facilitation; communications; leadership development.
5. Haygrove: facilitation; mentoring; strategy, cultural analysis.
6. Federation for the Experiment in International Living (FEIL): strategy development; facilitation.
7. Misesan Cara: vision development and mid-term strategy review.
8. Caplor Energy, Caplor Property, Caplor Farming: facilitation; team development.
9. The Association for Environment Conscious Building (AECB): advocacy.

New clients - year 2

1. Farmers Overseas Action Group: strategy development.
2. Bees for Development: strategy; fundraising.
3. Beacon Centre: strategy development.
4. Vennture: evaluation.
5. Edmund Rice: facilitation; strategy review and development.
6. Pharo Foundation: strategy review and development.
7. CB and HH Taylor Trust: facilitation; strategy development.
8. ExAgris: leadership development; team building; strategy development.
9. Centre on Philanthropy: collaboration; strategy development; capacity building.
10. Marine Conservation Society: leadership and team development.
11. Fish to Fork: facilitation; strategy development of a merger process.

In addition to the above, we contributed to the following organisations (for one day or up to one day only):

1. CEO of Responding to Conflict: mentoring
2. UK Representative, Dhaka Ahsania Mission: mentoring
3. Manager at Starlight Children's Foundation: mentoring
4. YSS: strategy development

During the final quarter of the second year we agreed to work with the following organisations in year 3 (i.e. work set to commence in earnest from April 2016 onwards)

1. Inter-Climate Network: strategy development and delivery of advocacy work with young people.
2. Kent Union: strategy development and leadership development.
3. Environmental Association of Universities and Colleagues (EAUC): strategy development
4. St Michael's Hospice: leadership and team development; communications; strategy

Distinctive Programmes

In future, our programmes will focus on the Essentials series. During the second year, our programmes included the following three activities:

1. Advocacy with not-for-profit organisations in the UK: This was a development based on the work carried out with Lord Paul Tyler in year one, which had been focused on the West Midlands area. The work in the West Midlands reduced although important streams continued with the AECB and Marine Conservation Society. It was largely replaced by efforts to organise Charles Handy to speak to not-for-profit audiences at a national level. He has consistently ranked as one of the world's most influential thinkers and was pioneering, as a management guru, in writing about the non-for-profit sector, notably his book 'Understanding Voluntary Organisations'.

As noted in the summary, Charles spoke at the BOND conference in March 2016. Linked to this we were able to organise a photographic exhibition of Liz Handy's photographs about Caplor Horizons. We also organised that Richard Harvey lead a session about Transferable Leadership at the same conference. A photo of Charles (taken by Liz) is below. Also a photo of the Transferable Leadership session.



2. Effective Humanitarian Leadership with Red Cross leaders, in collaboration with the International Centre for Humanitarian Affairs (part of the Kenyan Red Cross). This was a continuation of work started in year one. The second cohort had 18 participants - Red Cross leaders from 5 African countries. A core team of Advisors were involved with the design and delivery of two modules with coaching in between. This included: Sue Stockdale, Denise Mulligan, John White, Nick Snook, Bill Ross, Professor Sharon Turnbull, Rob Evans and John Knight. Sharon carried out a substantial evaluation of cohort 1 and will do the same for cohort 2 (see our website for details). A photo from the first module of cohort 2 is below.



3. Effective Sustainable Leadership with Ugandan NGO leaders, in collaboration with The Welsh Government. Before the design and delivery of this programme took place, Dr Vicki Howe and Usha Ladwa-Thomas visited Mbale with the specific task of researching the leadership development needs of the NGOs targeted for the training. Subsequently, a four day experiential leadership development programme was delivered to 28 participants in Mbale, with Will Odling and David Coates also joining the team. The objective of the programme was to enable and inspire leaders to deliver a sustainable future. The key themes included communication, team building, leadership thinking and personal resilience. Vicki and Usha oversaw a substantial evaluation process (see our website for details).

Below is a photo of the people involved. Also a sub-group of participants undertaking the Caplor House 'cards' exercise.



7. STRATEGIC PRIORITY THREE - OUR SUPPORT BASE



Building our support base provides us with a solid platform of support. The highlights are that we have (a) increased our membership to around 40, (b) have a small group of Trusts and Foundations that make a very important contribution, (c) have held our first fundraising event, and (d) we have had most welcome sponsorship for one of our programmes from Kay and Richard Harvey and David Barnes.

Social Media: Vanessa Bradbury (photo by Liz Handy), our Social Media Advisor, led on this throughout the year, including mobilising a small group of people to assist. Our Facebook, Linked In and Twitter presence has significantly increased with an overall increase of 20% on Facebook. Islay Sellar, Creative Media Advisor, has recently joined the team to help concentrate on this.

Weekly updates: Apart from the Christmas break, we have consistently sent these out. Recipients have increased significantly. We regularly receive positive feedback and always have higher than industry average 'open' rates. As with Social Media, communications are targeted on inspiring and enabling leaders to deliver a sustainable future.

Fundraising: during the year, Caplor Horizons entered a team of runners in the Hereford Running Festival (some of the people involved are pictured below). This was our first fundraising event. Afterwards Sue Stockdale spoke with a group of people (running team and supporters) to celebrate success and inspire greater action (also pictured below).



John White (pictured below) had originally set a big challenge by running a marathon. Sam Bradbury and Chris O'Riordan have also run for Caplor Horizons during the year. Chris has generously planned to run more half marathons for us in 2016. Also pictured below are Liv Sawyer (one of our Trustees) and Ben Oldroyd (Graphics and Visual Communications Advisor):



Trusts and Foundations: We are highly appreciative to the following Trusts and Foundations: The Waterloo Foundation; The Oakdale Trust; The CB and HH Taylor Trust; The William Cadbury Trust; and The Eccles Family Trust. Along with the contributions of our members, the funds committed enable us to develop the work of Caplor Horizons and deliver activities at an accessible cost.

8. STRATEGIC PRIORITY FOUR – OUR IMPACT



Our main actions have been to:

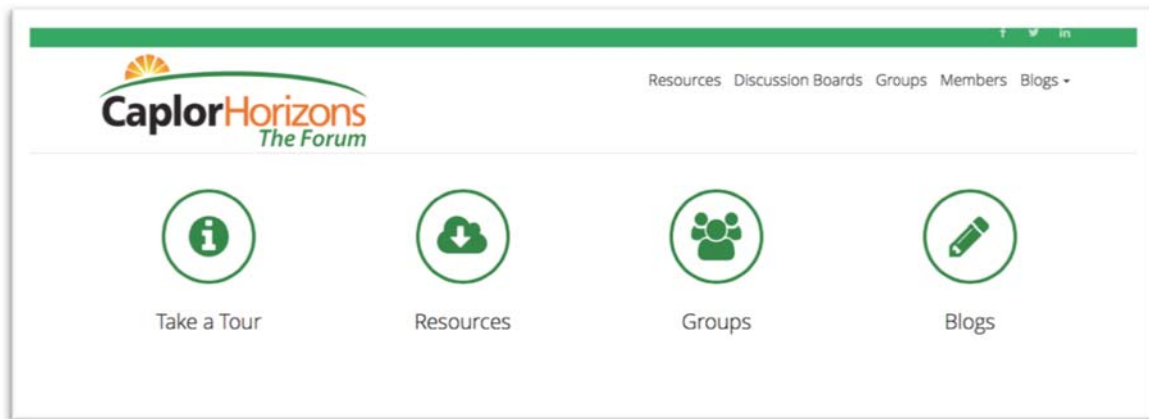
- (i) Undertake an in-depth review with a significant number of our Advisors
- (ii) Carry out evaluations of programmes in Uganda and Kenya
- (iii) Gather feedback from the bespoke services provided to clients.

However, we have also carried out work to help other organisations understand the difference that they are making. For instance, an evaluation of Vennture’s Family Pastor programme, led by Professor Sharon Turnbull.

This has now extended to helping clients to communicate, in compelling ways, what they are doing. For instance, see here the tremendous work undertaken by Simon and Ben Oldroyd to develop infographics about Trussell Trust’s Community Shops



9. STRATEGIC PRIORITY FIVE – OUR FORUM



A significant amount of work has been done to capture learning and then share it with the organisations that Caplor Horizons works with and beyond. Related to this, Deven Thakkar has now developed a Forum for on-line collaboration and learning and then for cascading the learning via the web.

The Forum will enable Caplor Horizons to communicate more effectively both internally and externally. It will be a collaboration platform to ensure that clients and programme participants can continue to share information, even after projects have been completed. It will also act as a resource library for internal and external use. We are very appreciative of the input from Simon Oldroyd, Liv Sawyer, Maysie Thakkar, Vanessa Bradbury and Islay Sellar to support this significant development.

The following six resource papers were created and shared during the second year:

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Challenges Facing Family Trusts
Rupert Cadbury, <i>Philanthropy Advisor</i></p> <p>2. Collaboration between Charities
Jake Bharier, <i>Governance, Partnerships and Networks Advisor</i>, Ian Williams and Jean Sellar</p> <p>3. Triple Bottom Line
Hannah Newcomb, <i>CSR Advisor</i>, Ian Williams and Jean Sellar</p> | <p>4. Leading successful Cultural Change that lasts
Professor Sharon Turnbull, <i>Organisational Development Advisor</i></p> <p>5. Governance and Environmental Challenges
Dr Peter Moore, <i>Governance Advisor</i></p> <p>6. Theory of Change
James Treasure Evans, <i>International Development Advisor</i></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Pictured below, a celebration of the Forum going live! Also Jean Sellar and James Treasure-Evans.



10. OUR SUSTAINABLE FUTURE

Triple Bottom Line

During the year, a resource paper was created about the 'triple bottom line' – people, planet and economy. Taking stock of Caplor Horizons through this lens, please see the following headline comments. More information is available on request (e.g. the reports referred to below, that have been compiled by Rachel Ritchie or Jane Stephenson).

People – equalities and human rights

As explained previously, Caplor Horizons intends to increase attention to this in the third year. We intend to learn, and apply our learning, internally whilst contributing to improving policy and practice externally.

Planet - environment

Rachel Ritchie, Environmental Advisor, has been analysing the carbon footprint of Caplor Horizons. Through measurement of operations, we have been able to streamline efficiency and be proactive about reducing our impact. We are very grateful for the support and guidance that Co2balance has provided in support of this endeavor, enabling us to achieve 'carbon neutral' status certification. As such, "The net carbon footprint is entirely offset by using internationally approved carbon credits". Projects implemented by CO2balance are Gold Standard Carbon Offset projects. These enable organisations to offset their carbon usage by investing in projects developed by CO2balance which have a measured reduction in carbon emissions *and* have a positive social and environmental impact. Factors that are key to the vision and ethos of Caplor Horizons.

Economy

Our finances are underpinned by earning monies from the organisations we work with, along side income received from grants, donations, fundraising and membership. Over 75% of our income in the first and second year was as a result of monies earned. We are growing a modest level of reserves commensurate with our size, and we will develop and keep our policy about this under review. All our financial details are available on request. In essence, we have grown significantly since the first year, and the trajectory forward is positive. However, we remain a small, relatively new charity and it is important that we maintain the emerging reputation that we have for carrying out high quality work at an accessible cost.

More fundamentally, we have assessed other organisations to ensure our relevance. Jane Stephenson, Knowledge Advisor, produced a comprehensive "Other Player Analysis". This document is the result of preliminary research focused on the UK. It was undertaken to help understand the position and relevance of Caplor Horizons within the wider context of NGOs, umbrella bodies and other organisations that also support the strengthening of the not-for-profit sector. The report concluded that, whilst many organisations provide training, advocacy, mentoring, strategic support and leadership to the not-for-profit sector, it nevertheless seemed that *Caplor Horizons had a distinctive approach*. This analysis was based on our specialist focus on leadership development and organisational effectiveness, harnessing voluntary (and reduced rate) contributions from highly skilled and experienced people, and the integration and use of our unique Caplor House model.

Thinking differently

ANNEX INFORMATION – CASE STUDIES

The Caplor Horizons website has substantial case study and testimonial information. Some examples are given below. These provide insights into how the services and programmes of Caplor Horizons have been received.

Sustainable Leadership Development Programme

In total 28 people participated in this programme, mostly from a range of NGOs engaged locally on diverse development work including, but not exclusive to: tree planting, coffee cooperative, rural communities work, education and skills training, women's empowerment and health. Organisations in Mbale, Uganda, included: Shunya Yetana Community Based Organisation; Bushikori Christian Centre; Pont Uganda Limited Mechanical Engineering Workshop; Red Cross; Mission Moving Mountain; Oasis In Uganda; African Rural Development Initiatives; Jenga Community Outreach; Babuka Development; Bushikori Christian Centre; the Eastern Private Sector Development Centre (EPSEDEC).

Examples of feedback received:

- 'Thank you very much for the training you organised for us in Mbale, Uganda. You can be sure that the methodology and wonderful way of expressing the teaching did not leave me the same. For sure I learnt so much and I have already starting applying the format in my work place - giving feedbacks and staying in the helicopter... It's against this, that I want to say thanks once again. God bless your generosity and heart for empowerment given. Pass my regards to the team that trained us (Vicki, Usha, Will, and David) and my direct trainer/facilitator, although the entire team was wonderful and inspiring. I love them all'.
- 'I am a volunteer here in Uganda...Our staff members that attended your training had wonderful things to say about it! They said it was hard work but very beneficial and they learned a lot. They really were pleased to have attended and gained wisdom from the programme. As a volunteer here I just wanted to tell you what a great need there is for solid leadership training in Uganda. There is such a lack of quality leadership training and we are so pleased that some of the staff had a chance to attend! Thank you so much for the work you are doing in Uganda as it is much needed'.

The Association for Environment Conscious Building (AECB)

The AECB is a network of individuals and companies with a common aim of promoting sustainable building. It brings together builders, architects, designers, manufacturers, students, educators, housing associations and local authorities, to develop, share and promote best practice in environmentally sustainable building.

In 2015 the AECB was invited by Caplor Horizons to have one to one discussions with Lord Tyler to explore the role of advocacy, how the AECB's existing approach could be strengthened and improved and how the AECB's extensive and expert knowledge might be more clearly communicated to influence Government strategic thinking and policy development.

As part of the very interesting discussions, Paul provided valuable insight into how the AECB could achieve better results through understanding the various governmental processes (barriers and opportunities). Subsequently we made changes that we feel has resulted in a more effective approach to AECB lobbying activity.

To be given access to Paul's expertise and his flexible approach to providing support is very much appreciated: it has given us a much clearer understanding of how and where to focus our energy for both informing (and hopefully improving policy) and also for generally being more effective at advocacy on behalf of our membership and of course in the wider public interest.

Later in the year, the CEO was invited to attend a Caplor House Practitioner event. This focused on learning and development. During the workshop, we were part of a small group session where we were invited to discuss complex issues relating to the organisational 'health' of the AECB with a selection of Caplor Horizons Advisors - using the Caplor House Model as a tool for exploring organisational issues and potential directions for improvement. This event gave a unique perspective on some of the challenges faced by the AECB during difficult times for the organisation itself and the sector as a whole. Insights gained were very useful in instigating new, and guiding ongoing changes already set in motion within the organisation. As a result the practises of the AECB have been improved – we feel that we are now understand how to operate in a more collaborative way with external partners and more efficiently and effectively within the organisation.

Andrew Simmonds, CEO, AECB

Edmund Rice Development

Ian Williams and Lorna Pearcey from Caplor Horizons facilitated an international gathering of Edmund Rice mission directors in Rome to formulate a Strategic Development Framework in September 2015 for the Congregation of Christian Brothers. The process was engaging, enlightening and energetic and all delegates expressed their greatest satisfaction with the outcome achieved in just three intensive days.

The preparation work with the steering committee was professional, intelligent and empathetic and by the commencement of the formal work I had every confidence that the facilitators understood our organisation, its purpose and its hopes for this work. Their approach was respectful but challenging as Ian and Lorna skillfully led the group to a common articulation of a highly complex reality. Ian's flexibility in response and extraordinary capacity for synthesis and focus ensured the group recognised the emerging statement as an accurate expression of their thinking.

Rarely have I participated in a workshop like this where every delegate owned the outcome with passion and energy. Caplor Horizon has enabled us to take a major step forward in collaboration in our Mission across the globe.

Following the September 2015 process we engaged Caplor Horizons to work with our most important Mission project: "Our Way into the Future". It will established clusters of Edmund Rice groups embedded in the poorest communities in countries across the globe to bring about radical change and development through presence, community engagement, education and advocacy.

Ian and Jean Sellar followed a process which was again entirely appropriate to the group and the tasks. This engaged participants such that we achieved in one week what many thought was impossible – to clearly articulate our purpose and plan the total strategy. The resulting formulation of our Theory of Change and the associated documentation has focused this project and ensured our success.

In this process it was Ian's own vast experience in the field and his ability to connect the project's goals with practical examples of his own work that inspired confidence. His approach to developing strategy and structure that had its roots in practical reality resonated with group and enabled us to move forward rapidly.

Again Caplor Horizons and the work of Ian and Jean, on this occasion, '*produced the goods*' calmly, efficiently and very effectively. I enthusiastically endorse their work and endeavor, recommend them most highly and would willingly speak to this affirmation to anyone contemplating the use of their services.

***P Dean McGlaughlin cfc OAM
Executive Director Resources and Planning
Congregation of Christian Brothers***

Marine Conservation Society

The Marine Conservation Society is the UK's leading charity for the protection of our seas, shores and wildlife. We work to secure a future for our living seas, and to save our threatened marine wildlife. Our Five Year Strategy - Our Seas, Our Future – sets out the key issues currently affecting UK seas and where we will target our efforts over the period 2015-2020 to find lasting solutions.

Working with Caplor Horizons has been a wholly positive experience. Everyone has found working with Ian Williams and members of the Caplor Horizons team very energising and productive. Initially, in 2014, Ian had some wider sessions on strategy with me. Then in 2015, Ian - together with contributions from Lorna Pearcey, William Eccles, Jean Sellar and Simon Oldroyd - facilitated development of a shared vision and strategy between the Marine Conservation Society and Fish2fork to establish the UK as the first sustainable seafood nation. The creative planning and thought that is put into shaping strategy development sessions ensures that everyone's energy is maintained and a clear outcome achieved. The follow up and level of engagement is impressive. The input from the wider Caplor Horizons family adds enormous value.

In 2016 we are looking forward to planning a leadership and team development programme with Caplor Horizons. This will be focused on delivering the wider MCS strategy. If anyone is struggling with strategy or thinking it's a dull slow process they should call Ian!

***Sam Fanshawe, Chief Executive,
Marine Conservation Society.***

Farmers Overseas Action Group

Farmers Overseas Action Group (FOAG) is a Uganda focused charity. Since its inception in April 2014, Ian Williams of Caplor Horizons has been invaluable to me as a mentor; he has been a steady sounding board as I explore and consider my leadership of FOAG at this critical time of transition. Trustees have become increasingly excited and committed to establishing FOAG as a *Foundation for Rural Enterprise*. The Foundation idea builds on work we have been piloting for over 5 years where we make community revolving loans available through Ugandan NGOs for groups of farmers to invest in food storage or animal traction while ensuring both a social and environmental objectives are realised.

We decided in April 2015 to widen the focus with Caplor Horizons to: (i) facilitating an improved articulation of our new vision; (ii) assisting in the development of an even stronger strategy; (iii) helping further improve our effectiveness as a team. In June 2015 Caplor Horizons expertly facilitated a pivotal workshop for FOAG Trustees which resulted in all Trustees leaving with a clear sense of shared strategic direction and a commitment to drafting and approving by 1st October 2015 a business plan which is workable, succinct and compelling. Watch this space!

Iain Patton, Director, FOAG

ExAgris

Established in 2008, we are one of the largest cropping and livestock businesses in Malawi. We are committed to the development of a multi-generational business that makes a meaningful difference to people we work with & the environment. We farm around 7,000 ha on 14 estates, of which approximately 3,000 ha are arable; around 400ha are under irrigation. We facilitate substantial community development activities, through a dedicated Development Services team. This is focused on improving food security and small scale agribusiness. We currently have over 650 full time people in our team; in addition, between 1,500 and 4,000 seasonal workers.

We were delighted to welcome Ian and Gareth from Caplor Horizons to Lilongwe, Malawi, in late 2015. Working with the senior team and myself, they facilitated a week long review of our vision, mission, values and 5 year strategy. They also conducted a day long leadership and team development session with our key farm management colleagues.

They worked tirelessly for the whole period, taking the entire team through the process, prompting important discussions and guiding us towards the production of our final strategy. I would highlight a number of factors which made the week a success. They were both excellent at motivating our team to contribute towards the process. They demonstrated a good understanding of our business and both had valuable experience which fed into the process of reshaping our strategic direction. They listened, questioned, clarified and helped in the drafting of the correct text - a great mixture of the theoretical with practical solutions.

We produced a great vision and mission for the business. We were able to hone our values to 4 clear words. We produced a succinct strategy and created a platform for more work on business objectives and departmental level objectives.

At the end of the process we had plenty of work to do on details. However, as a testament to their work with us, I am pleased to say we maintained the momentum with each department working on its critical success factors and key performance indicators.

Tim de Borde, CEO Exagris – Malawi

Trussell Trust

The Trussell Trust supports a network of 420 foodbanks in the UK. It has been voted Britain's most admired charity for its work relating to food poverty and its assistance to providing emergency food support to people living in crisis. In the last 12 months the Trussell Trust provided 1,084,604 three day emergency food supplies to people in crisis. It also tackles the root causes of poverty through advocacy and the provision of a range of services beyond the emergency food provision.

In mid-2014 Trussell Trust started a strategic development process to engage with its foodbank network partners to provide services that go beyond the initial food intervention; this is called 'More Than Food'. Caplor Horizons initially facilitated a six month process with senior people from across the Trussell Trust. This was intended to bring people together from different parts of the organisation to develop team-working and strategy. Different people from Caplor Horizons contributed: for instance, John Berry led a day to increase organisational effectiveness; John White ran a session to improve communication, Lord Paul Tyler and Lorna Pearcey met with people involved with initiatives to change policy to strengthen advocacy, including working with the media.

In early 2015 the contribution of Caplor Horizons shifted to focussing on the Social Enterprise team. An outline annual plan was established involving engagements approximately every month through to early 2016. This commenced with Richard Harvey delivering a session on strategy and communications. Important input was provided on a number of inter-related fronts. For instance: a small group from Caplor Horizons, including Gareth Williams, provided entrepreneurial advice; Simon and Ben Oldroyd assisted with marketing; various team members benefited from mentoring and attending wider Caplor Horizons events on leadership development (for instance, a session on collaboration and learning attended by two of the team in March 2016).

The contribution of Caplor Horizons has proved extremely beneficial to the senior team, especially towards the renewal of strategy, leadership and team development. It has been highly successful in helping accelerate progress on multiple fronts. Trussell Trust believes it has gained great value from its engagement with Caplor Horizons. One dimension of this is that a significant number of very experienced and skilled people from Caplor Horizons have contributed their time on a voluntary basis. Throughout the working relationship, Caplor Horizons has brought a focus on the many important issues around sustainability at foodbank, community shop and Trussell Trust organisational levels. The Caplor House model has been integrated into the work-streams and this has been inspirational, enjoyable and very useful. In March 2016, Ben and Simon Oldroyd completed the creation of a rich picture and infographic. This converted the strategy (that Caplor Horizons had facilitated the development of) into compelling communication formats. It was an inspiring and exceptional piece of work. It will really help Trussell Trust bring its work and plans to life for the many stakeholders that it comes into contact with.

The important collaboration with Caplor Horizons has helped to enable and unlock the wider potential that Trussell Trust and its partners can offer people living in crisis in the UK.

Dan Bishop

Former Leader of the Social Enterprise Team

THE EFFECTIVE HUMANITARIAN LEADERSHIP (EHL) PROGRAMME

The International Centre for Humanitarian Affairs and Caplor Horizons created an 'Effective Humanitarian Leadership' (EHL) Programme.

The initial module, of the first cohort, took place in September 2014, when 26 Red Cross leaders from across sub-Saharan Africa took part in Nairobi. After coaching in between, the second module was in March 2015. Professor Sharon Turnbull carried out an evaluation which was very positive.

The first module of the second cohort took place in October 2015 with 18 Red Cross leaders participating. Following coaching the second module will take place in April 2016.

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. The delivery team set some very high standards for leadership development.

We are looking forward to the completion of the second cohort in 2016 and an expanded and fruitful relationship beyond.

Dr James Kisia,
Executive Director, International Centre for Humanitarian Affairs
Deputy Secretary General, Kenya Red Cross Society

The Centre on Philanthropy

The Centre on Philanthropy was created in 1991 by a group of committed volunteers to encourage an attitude of giving, to promote volunteerism and to document charitable behaviours and issues in Bermuda. Today, The Centre on Philanthropy invests in Bermuda through its work with non-profit organizations. We exist to serve and strengthen the boards, staff, volunteers and services of the non-profits of Bermuda through training & education, fostering volunteerism and advocating on their behalf.

Our 25 years of building effectiveness and efficiencies for the people, resources, and associations of Bermuda's third sector was recently celebrated through our "Building Hope" conference 2016. The only conference of its kind in Bermuda saw a cross section of attendees from all sectors spend an inspiring day not only learning from experts, but contributing to problems as well as solving and capitalising on opportunities the third sector is facing. On behalf of the Board of Directors and staff of The Centre on Philanthropy, I would like to express our sincere appreciation to Lorna Pearcey and Ian Williams from Caplor Horizons.

Firstly, for the outstanding presentations '*Empowerment through Capacity Building*' and '*Accelerating Progress through Successful Collaboration*' at our '*Building Hope*' Third Sector Conference. The conference was attended by approximately 200 people and both workshops were full. Their contribution was insightful and compelling throughout, and judging from the many comments of those who attended, the presentations were very well received. Particular thanks also to Jake Bharier and Jean Sellar who created a handout resource paper about '*Collaboration between Charities*'. Everyone at the Conference received a copy of this and it will be utilized in relation to our new *Collaboration Platform* service.

Secondly, during the week leading up to the Conference and for a couple of days afterwards, the Lorna and Ian worked with the Board and staff on strategy development. This focused on the *Collaboration Platform* service that we are developing which is a network connecting our non-profit members with essential support, products and services.

Their contribution has been tremendous and has exceeded our expectations. As a result of their engagement we are quickly progressing to the phase of developing a funding proposal for the entire program. We look forward to working with them again in the future as we progress to new levels.

Finally, we are grateful to Ben and Simon Oldroyd for creating a rich picture for the Collaboration Platform. This was icing on the cake as a result of creative brainstorming in Bermuda assisted by Ian and Lorna. It has been insightful and fun to develop the fabulous rich picture with Ben and Simon. Again, our expectations were exceeded.

Elaine Butterfield, Executive Director

Practical Action

During 2015 Practical Action worked with Caplor Horizons on an initiative to strengthen cross sector collaboration. The focus was increasing Practical Action's effectiveness at working with businesses, business leaders and philanthropists. The process involved three steps.

Firstly, a semi-structured interview process was carried out with senior members of the Practical Action team, including the CEO. This led to the production of a Scoping Report assessing Practical Action's approach. The Report enabled Caplor Horizons to design a work-shop and it informed the final recommendations. The research was carried out by Laura Vickery (CSR Advisor, Caplor Horizons; Global CSR Manager, Jaguar Land-Rover) and Ian Williams (Executive Director, Caplor Horizons).

Secondly, Caplor Horizons led a work-shop with senior staff, trustees and partners of Practical Action (e.g. including representatives from Zurich Insurance and Rolls Royce). This concentrated on inspiring and enabling Practical Action to strengthen its work with businesses, business leaders and philanthropists. The Caplor Horizons team included: Richard Harvey (Strategy Advisor, Caplor Horizons; Chair, PZ Cussons; former long-standing CEO, Aviva); John Berry (Trustee, Caplor Horizons; Chair, Cognition, a Digital Marketing Business); Laura Vickery and Ian Williams. Hannah Newcomb (Trustee, Caplor Horizons; Ethical Trade Manager, Morrisons) has written a paper called: 'Charity-Corporate partnerships: tips for creating lasting, win-win relationships with philanthropists, business leaders & businesses.' This resource paper was circulated to people attending the workshop.

Thirdly, Laura and Ian wrote a final report with recommendations.

General comments from Practical Action senior staff:

"The event was really inspiring. The Caplor Horizon team did a great job of teasing out the issues on the day and pulling together a report that summed up the main findings perfectly. It's given us a strong basis upon which to plan our next steps."

"The day really helped us to consolidate corporate engagement strategies across teams – now we are much more unified in our company partnership approaches."

"The Caplor Horizon team took time to understand our organisation, the issues we face and to present some exciting solutions."

Examples of specific comments

Laura Vickery: "Good facilitator, very much attuned to the CSR issues / agenda that we were addressing at the workshop."

John Berry: "Brilliant story and very inspirational speaker. A great story to tell and very thought provoking in terms of bring those ideas and concepts back into Practical Action".

Andrew Clenaghan
Programme Coordinator, Agriculture & Disaster Risk Reduction

The Pharo Foundation

The Pharo Foundation is a private foundation committed to the development of Africa. Our vision is an economically self-reliant Africa. Our mission is to facilitate economic independence of the African people through the promotion of sustainable livelihoods and job creation in Africa.

In the last few years, we have funded projects worth over US\$5 million in Ethiopia, Somalia and South Sudan. These projects are contributing towards improved access to financial services, education, health, water and sanitation.

We are committed to scaling up our work; improving the quality and the effectiveness of our programme selection, design and implementation based on evidence; and achieving significant and lasting improvements in the quality of life of the people whom we support.

Our ambition for 2025 is to bring about positive changes in the lives of at least 100,000 households in Africa through integrated development programmes anchored on agriculture and water.

We, at The Pharo Foundation, set ourselves a demanding task of putting together a brand new five-year strategy, and ten-year ambition, in less than three months.

We could not have wished for better facilitators than Caplor Horizons: Dr Peter Moore led the work with support from Dr Ian Williams, Lorna Pearcy and Deven Thakkar. It involved around 20 days of intensive input from the Caplor Horizons team in total.

They expertly assisted us to plan and execute internal and external processes that delivered a strategy in seven weeks. This was approved by our Trustees on the spot at their meeting dedicated to review the strategy.

Caplor Horizons has the highest level understanding of strategy development for the not-for-profit sector, they are flexible and efficient, and they completed all agreed tasks on or ahead of agreed deadlines.

I recommend them highly to organisations who would like to compile a strategy generated from their own ideas and based on their own realities, but need expert guidance and facilitation to see the big picture and to manage the process effectively and efficiently.

Samson Hailu, CEO, The Pharo Foundation