

IMPACT REPORT 2017-2018



Impact Report 2017-2018

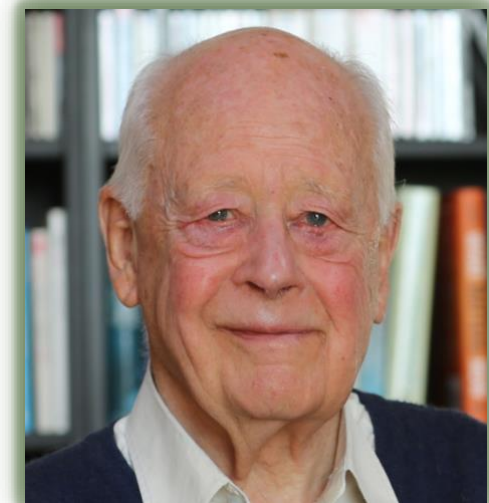
“Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing.”

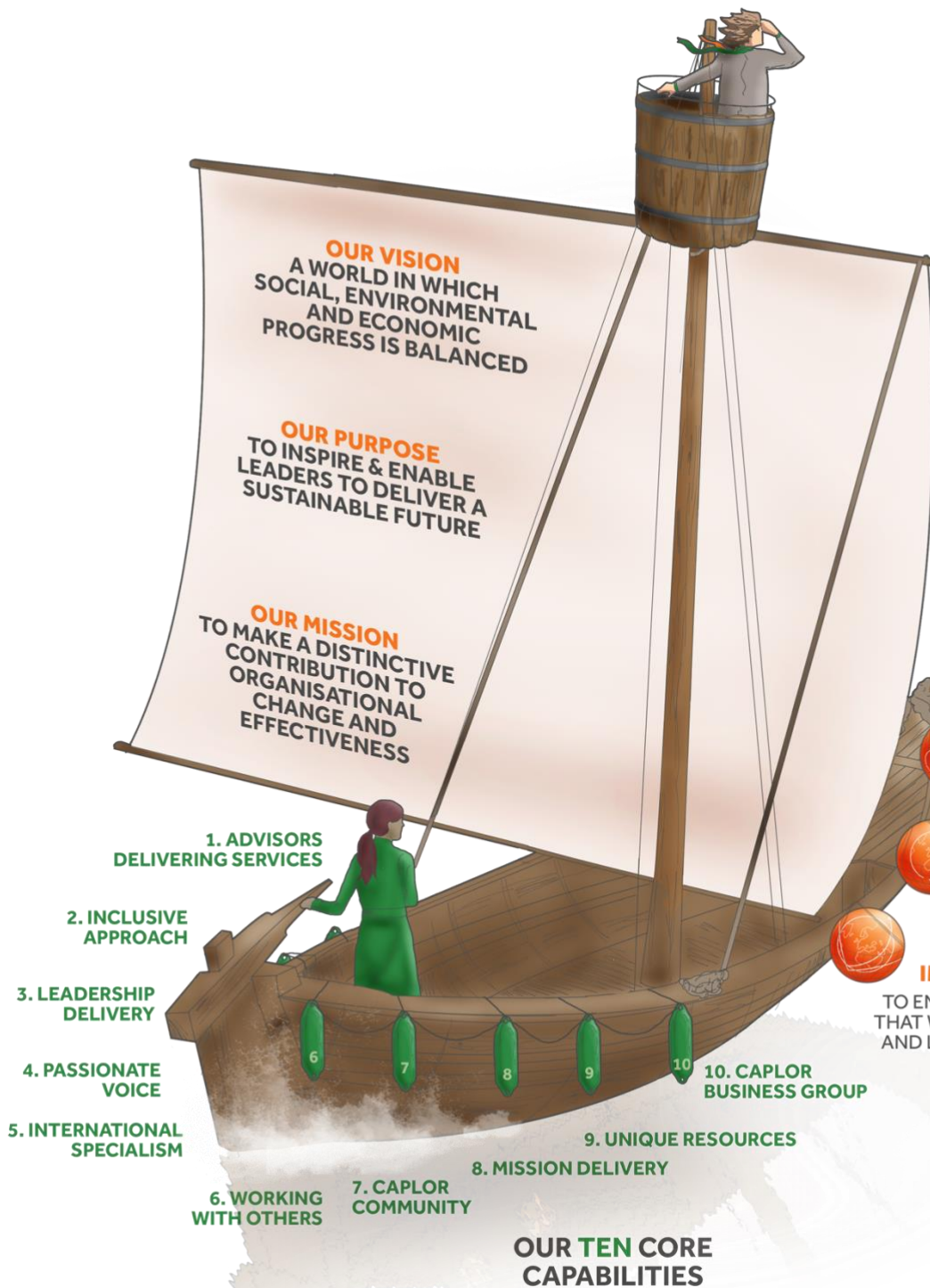
Arundhati Roy, Indian Author



“Do the best at what you’re best at for the benefit of others.”

Charles Handy, Social Philosopher





OUR VALUES

INSPIRATION

TO INSPIRE AND ENABLE OTHERS, WHATEVER OUR ROLE AND WHOEVER WE ARE

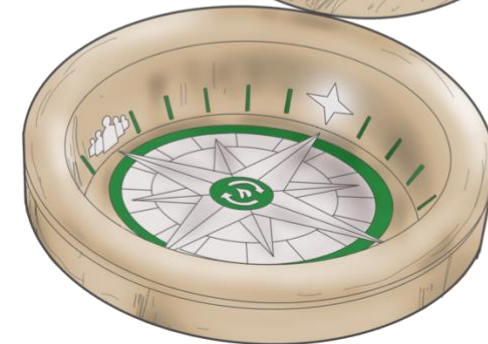
SUSTAINABILITY

TO BRING ABOUT POSITIVE AND LASTING CHANGE BY UNITING PEOPLE AND IDEAS

IMPROVEMENT

TO ENHANCE EVERYTHING THAT WE DO BY REFLECTING AND LEARNING TOGETHER

WE CONCENTRATE ON THREE ACTIVITIES:



OUR BELIEFS

WE ARE ALL **LEADERS** IN OUR OWN INDIVIDUAL WAY

IN **DIVERSITY**, WE FIND STRENGTH

EVERYONE MATTERS

LEARNING IS MORE EFFECTIVE IF IT IS FUN, ENGAGING, CREATIVE AND BASED ON **PEOPLE'S STRENGTHS**

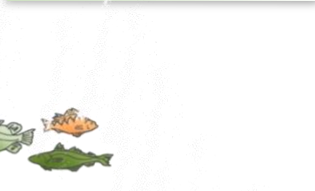
COLLABORATION HELPS ACHIEVE GREATER IMPACT

Going forwards:

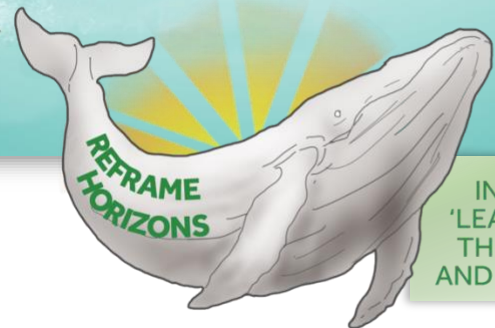
Our Three Strategic Priorities



CONTRIBUTE TO A MOVEMENT FOR POSITIVE CHANGE ACROSS SECTORS



PROACTIVELY IMPROVE RELATIONSHIPS AND ENGAGEMENT



INSPIRE AND ENABLE 'LEARNING DIFFERENTLY, THINKING DIFFERENTLY AND ACTING DIFFERENTLY'

01 Introduction

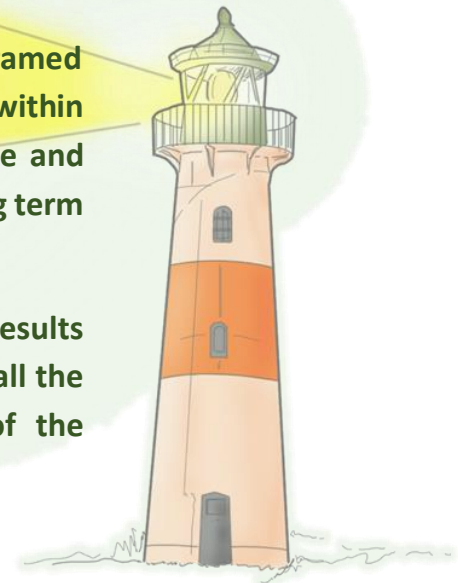
Caplor Horizons is a charity that works with other charities and conscientious businesses both in the UK and internationally. Utilising the talents of staff and advisors, Caplor Horizons creates distinctive learning environments that are designed to respond to the needs of its partners and clients.

Guided by its values and beliefs, Caplor Horizons seeks to inspire and enable people *"to learn differently, think differently and act differently"* in the pursuit of meaningful and lasting change. Caplor Horizons focuses on leadership, strategy and influence and utilises a number of learning and development approaches. These include group facilitation, experiential learning, the creation of safe 'rehearsal grounds', direct personal coaching, the development of peer to peer co-coaching skills and mentoring - specifically in relation to organisational strategy development and delivery.

This Impact Report complements Caplor Horizon's statutory Annual Report, both of which are framed by the organisation's strategy. The Annual Report concentrates on inputs, outputs and outcomes within a specific financial year. By contrast, the Impact Report takes a broader view regarding scope and timeframe to enable the direct and indirect, intended and unintended, positive and negative, long term effects of Caplor Horizon's work to be better understood.

Since its establishment in April 2014, Caplor Horizons has grown from strength to strength. The results that are captured in this report are a combination of the tremendous skills and commitment of all the people involved, as well as the outstanding and very generous financial contributions of the organisation's supporters.

This report covers the period from the beginning of April 2017 to the end of March 2018.



As with ripples on a pond, the impact of Caplor Horizon's work emanates from an initial impetus. In this instance, an input of a Caplor Horizons intervention is the droplet that cause the ripples. As identified in its emergent 'Theory of Change' (see the diagram below), Caplor Horizons' learning and development approaches create ripples of effect:



First at an **individual level** (e.g. personal learning), then at **organisational levels** (e.g. improved organisational practice) before creating impact at a **societal level** in the wider world (e.g. improved service delivery for beneficiaries).



This Impact Report reflects on the 'ripples', *the changes*, created by Caplor Horizons' work.

The ripples of effect nearest the epicentre - the immediate outputs and outcomes of an intervention - are typically the easiest to see.

Whereas the furthest ripples span the largest area and are the most likely to have been also influenced by other events and are therefore the hardest to measure. For instance, partner and client organisations have their own internal approaches to monitoring and evaluation (which Caplor Horizons does not have access to) and so, sometimes, information regarding indirect beneficiaries is unavailable.

Furthermore, there are inevitable risks of attribution - for instance, in attributing community level changes to an organisational level intervention. It is also acknowledged that, as a relatively small and new organisation, the long-term effects of Caplor Horizons' work are yet to fully materialise.

Notwithstanding the opportunities and challenges involved, it is ultimately through reflecting on and endeavouring to understand these furthest ripples - *the long term impact results* - that Caplor Horizons will better appreciate the full consequences and effectiveness of its contribution.

Building upon three previous impact reports, this Impact Report contributes to that process of understanding and reflection.

Caplor Horizons continues to demonstrate a disproportionately large commitment to assessing the difference it is making. Notably in 2017-18, many more advisors, than previously, had the opportunity to contribute to the impact review process. Also, each organisation that Caplor Horizons works with is invited to feedback at the end of a particular work-stream (these 'case studies' are available on request). As, year on year, a high proportion of advisors and organisations choose to extend their relationship with Caplor Horizons, it is increasingly possible to obtain insights into longer term impact. However, it remains relatively 'early days' and it is important to be realistic about what is possible.

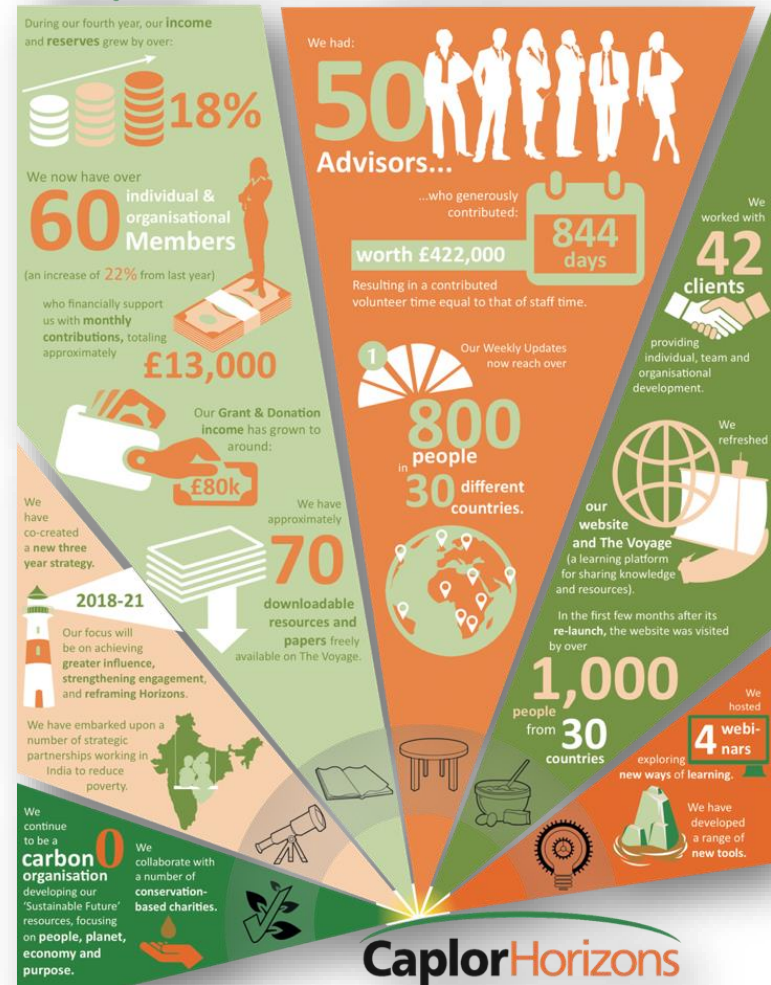
The infographic on the right-hand side of this page summarises key information.

It is updated each year and previous versions are available on request.

In developing this report, appreciation is due to various people who focused on specific elements. For instance, Edwin Turnbull's analysis of the organisation's carbon footprint, people in the 'Engagement Team' - such as Liv Sawyer and Sandy Hanson - who conducted 'Advisor Interviews' and Jean Sellar, who facilitated 'impact interviews' with partners and clients. As in previous years, Professor Sharon Turnbull has continued to provide invaluable perspectives on how best to tackle the impact assessment at all levels during the period in question. Most significantly, considerable gratitude is due to Matthew Lake who created the draft report and to Simon Oldroyd who finalised it. Also to Ben Oldroyd who created all the graphics and illustrations.

IMPACT REPORT: 2017/18

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



02 Impact - definition, scope and context

Caplor Horizons' impact reporting takes place within the context of the work previously delivered, with definitions as follows:

Inputs: *money, time and expertise provided through Caplor Horizons*

Outputs: *services designed and delivered by Caplor Horizons*

Outcomes: *the changes in knowledge, attitude or practice that result directly from Caplor Horizon's work*

There are many definitions of organisational impact. For instance, the National Council for Voluntary Organisations defines it as:

“Broad or longer-term effects of a project or organisation’s work. This can include effects on people who are direct users of a project or organisation’s work, effects on those who are not direct users, or effects on a wider field such as government policy.”

Alternatively, the Development Assistance Committee (DAC) that coordinates interventions of the Organisation for Economic Co-operation and Development (OECD) defines impact as:

“Positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.”

For the purposes of this Impact Report, Caplor Horizons defines impact as follows:

“The direct and indirect, intended and unintended, positive and negative long term effects of an intervention.”

Caplor Horizons welcomes feedback to increase its learning so that the organisation becomes more effective and the next Impact Report is even more robust and useful.

Internally, the board of trustees, staff and various Advisors consider both the substance and process involved with the generation of this report in order to identify further improvements.

The report is made publicly available and is sent to various external stakeholders. Also, from an external perspective, insights are gathered about how others conduct organisation wide impact assessments. For instance, Caplor Horizons carried out a specific piece of research on this in March 2018 (which is available on request).



03 Strategic Context

Since its foundation in 2014, to the end of March 2018, Caplor Horizons' work has been shaped by five strategic goals:

- ✚ develop a formidable talent team;
- ✚ create a robust process for proving & improving impact;
- ✚ build a strong support base;
- ✚ establish a platform for learning, collaboration & communication;
- ✚ provide high quality bespoke services and distinctive programmes.

As is typical for a nascent organisation, some of these first phase strategic ambitions focused on building the competence and ability of Caplor Horizons to deliver by mobilising people, developing services, generating resources and creating an open source, on line forum (called 'The Voyage'). As will be shown below (in Section 4) the organisational building elements have been very successfully achieved, as have been the outward facing strategic intentions, notably considering the feedback from individual participants (Section 5) as well as organisational clients and partners (Section 6). All specific targets have been either met or surpassed.

Building upon a positive sense of momentum from the first strategic period - with a greater confidence gained from what has been achieved and a solid appreciation of organisational strengths - Caplor Horizons has developed a new three-year strategy which came into effect in April 2018. This second strategy cycle emphasises that Caplor Horizons still has much to learn and a strong commitment to becoming an outstanding learning organisation exists. It includes a commitment to retaining an entrepreneurial spirit and seizing opportunities as they arise if they are consistent with the organisations purpose and direction. The three strategic goals involve achieving greater influence, strengthening engagement and re-framing horizons.

On the following page is our 'rich picture' summary of the new strategy:

OUR BELIEFS

WE ARE ALL LEADERS IN OUR OWN INDIVIDUAL WAY

IN DIVERSITY, WE FIND STRENGTH

EVERYONE MATTERS

LEARNING IS MORE EFFECTIVE IF IT IS FUN, ENGAGING, CREATIVE AND BASED ON PEOPLE'S STRENGTHS

COLLABORATION HELPS ACHIEVE GREATER IMPACT

OUR VISION
A WORLD IN WHICH SOCIAL, ENVIRONMENTAL AND ECONOMIC PROGRESS IS BALANCED

OUR PURPOSE
TO INSPIRE & ENABLE LEADERS TO DELIVER A SUSTAINABLE FUTURE

OUR MISSION
TO MAKE A DISTINCTIVE CONTRIBUTION TO ORGANISATIONAL CHANGE AND EFFECTIVENESS



CONTRIBUTE TO A MOVEMENT FOR POSITIVE CHANGE ACROSS SECTORS

OUR THREE STRATEGIC PRIORITIES



INSPIRE AND ENABLE 'LEARNING DIFFERENTLY, THINKING DIFFERENTLY AND ACTING DIFFERENTLY'



PROACTIVELY IMPROVE RELATIONSHIPS AND ENGAGEMENT

OUR VALUES

INSPIRATION
TO INSPIRE AND ENABLE OTHERS, WHATEVER OUR ROLE AND WHOEVER WE ARE

SUSTAINABILITY
TO BRING ABOUT POSITIVE AND LASTING CHANGE BY UNITING PEOPLE AND IDEAS

IMPROVEMENT
TO ENHANCE EVERYTHING THAT WE DO BY REFLECTING AND LEARNING TOGETHER

WE CONCENTRATE ON THREE ACTIVITIES:



1. ADVISORS CONTRIBUTING THEIR TIME

2. ENGAGING APPROACH

3. LEADERSHIP & STRATEGY DEVELOPMENT

4. PASSIONATE VOICE

5. INTERNATIONAL SPECIALISM

6. WORKING WITH OTHERS

7. CAPLOR COMMUNITY

8. SUPPORTING PHILANTHROPY

9. UNIQUE RESOURCES

10. CHARITY- BUSINESS COLLABORATION

OUR TEN CORE CAPABILITIES



04 Inputs

Caplor Horizons' impact is consequent to the scale and nature of the work it undertakes. This section summarises the inputs provided.

A talent group of approximately 50 Advisors and 3 staff help design and deliver Caplor Horizons work. That talent group is considered to be of optimal size. It provides a wide diversity of skills and experience to client and partner organisations yet it is of a size that permits good communication and close relationships (see section 5). This helps ensure that Advisors remain aligned with Caplor Horizons values and approaches.

During 2017/18, 50 Advisors provided a total of 935 days (average 18.7 days each) of contribution to Caplor Horizons providing either 'front of shop' (e.g. workshop delivery) or 'back office' (e.g. website design) services. Of these Advisor days, 844 were provided *pro bono*, with the remainder being at significantly reduced rates. The table below compares this with previous years:



A significant commitment was taken during the year towards 'shared leadership'. Lorna Pearcey and Ian Williams now share leadership at a staff level as 'Co-Directors'. Also, it was agreed that Usha Ladwa-Thomas and David Hitchiner would become 'Co-Chairs' of the Board with effect from April 2018. Distributed leadership was already a hallmark of the organisation. This additional step of shared leadership at staff and board levels forms part of the commitment of Caplor Horizons to demonstrating how a 'new generation' of organisations might operate. A book will be published by Caplor Horizons about this subject as part of its new strategy.

60 members provide a regular financial contribution. This compared with 49, 40 and 20 in the previous three years.

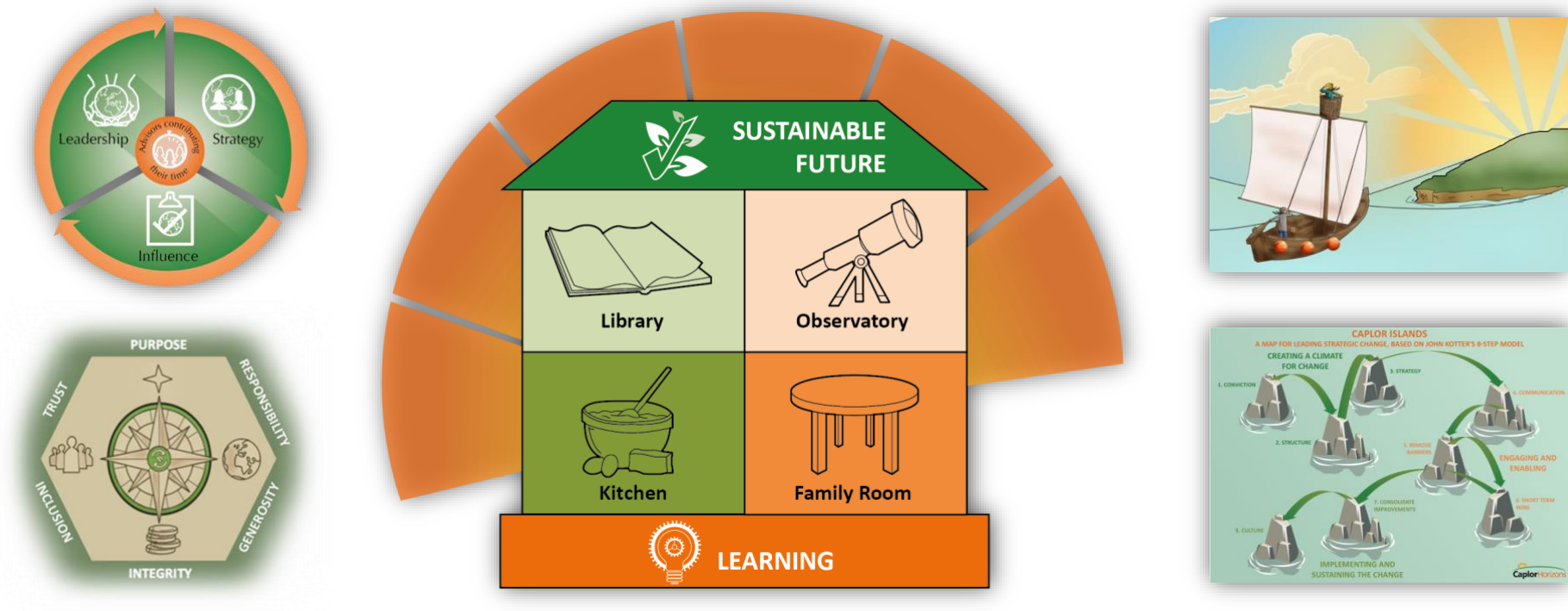
Caplor Horizons is deeply fortunate to have had remarkable engagement with various organisations and individuals, notably The Waterloo Foundation, CB and HH Taylor Trust, The Oakdale Trust, The William Cadbury Trust and Kay and Richard Harvey. These organisations are vital in two ways. Firstly, by enabling an operational commitment to work with small and medium sized charities that might not otherwise have access to the depth and breadth of services that Caplor Horizons provides. Secondly, enabling Caplor Horizons to make strategic level progress that it could not otherwise do. For instance, enabling free access to our resources through suitable on line forums, regularly sharing (on a weekly basis) relevant learning with over 800 people in our Caplor Community and contributing to national level forums (such as an opportunity to make a presentation about women in leadership at a major conference in Uganda). This means that Caplor Horizons is able to share its learning and influence to substantial not for profit audiences. The main activity in this regard has been with Charles Handy, social and business philosopher.

At the point of publication of this report, the accounts have yet to be subjected to Independent Examination. However, in general terms, the total income and expenditure of Caplor Horizons' during the 2017/18 financial year, is anticipated to be marginally higher than the previous year (of £227,708 and £216,639 respectively). Also, a further modest contribution to reserves is envisaged (the level of reserves is aligned to the organisation's reserves policy).

Caplor Horizons is not focused on growth in income and expenditure: rather in its new strategy, it has made a commitment to further enhancing the quality of what it does, notably its relationships and engagement with stakeholders, doing things differently and increasing its influence.

By way of context, Caplor Horizons is an international development specialist and a substantial proportion of its activities took place in sub-Saharan Africa and South Asia. However, significant activities also took place in the UK and Ireland and with organisations local to the area where it is based, Herefordshire.

Caplor Horizons has developed a portfolio of approaches and resources that provide a thorough, creative and thoughtful underpinning to its work. Reflective documents (for instance, "*How do we work, in collaboration with our clients, to achieve sustainable outcomes*"¹) outline the approaches to Caplor Horizons' work, while the signature Caplor House, and other unique resources that have been created by the organisation, provide both rigour and flexibility for delivering services.



¹ <https://static1.squarespace.com/static/5a52135018b27de88c8a5348/t/5a5235450d9297f9a58f5c9f/1515337050418/HowWeWork.pdf>



05 Changes at Individual Level

The first 'ripple' of impact emanating from Caplor Horizons' work is at the individual level. This section looks at the results of Caplor Horizons with three groups of individuals:

- **Participants:** employees, volunteers, trustees or other stakeholders of client organisations, typically within the context of a Caplor Horizons' run workshop (e.g. on strategy development), mentoring programme or other intervention.
- **Advisors:** people who provide their time and expertise, typically voluntarily or at reduced rates, to design, deliver or support Caplor Horizons' activities (e.g. facilitating workshops, providing and developing resources, monitoring carbon footprint).
- **Community:** people who engage with Caplor Horizons through participation in 'Community Day' workshops or who receive weekly Caplor Horizons' email updates.

Participants

During 2017/18 Caplor Horizons worked directly with participants in many contexts including leadership development interventions, strategy renewal processes, mentoring, coaching or via national level forums (e.g. three speaking engagements were delivered – one with over 400 people - at a major Rotary Conference in Bournemouth in March 2018).

By way of background, the largest single activity during 2017/18 – involving participants in four countries (Zimbabwe, Uganda, Ghana and Kenya), 13 Advisors and all the staff team – was a collaborative programme with an international NGO called INASP. Accordingly, a few more examples of feedback from INASP is included throughout. At INASP internal and external evaluations were conducted of the collaboration with Caplor Horizons. These were very positive.

Examples of participant feedback are presented below:

“Your team gave us high quality training that we have never had before. The fun and experiential way in which you taught us about gripping ourselves, gripping the team and gripping the task is still talked about and used.”

Participant from Mbale Coalition Against Poverty (MCAP), Uganda

“I thought the session yesterday was exceptionally useful. I agree with colleagues that I have spoken with about how positive the results were.”

Participant from Gwent Wildlife Trust

“The session today contributed immensely to my personal development through lessons derived from exercises. A day well spent. It was a blessing to attend such a workshop. The facilitators have inspired me and will influence me at a personal level as a leader.”

Participant from INASP

“Caplor Horizons offer a unique approach to understanding organisational leadership, management and culture for improving planning, strategy and performance. I found their presentations, exercises and techniques such as the Caplor House model and ‘Seeing the Point’, to be engaging, easy to follow and enjoyable whilst providing profound and valuable insights and points of learning to support the refining of our way of thinking and doing things.”

Participant from INASP

“It helped open my eyes to my personal strengths and weaknesses. The exercises have helped me develop a resilient mind-set, especially in how to overcome weaknesses.”

Participant from INASP



Advisors

Caplor Horizons has established a dynamic team of approximately 50 Advisors who both give their time and expertise in support of the charity's work, but whom also receive in exchange various benefits. During interviews with over 30 Advisors, many highlighted the congruence between their personal values and those of Caplor Horizons, with many stating that feeling part of the Caplor Horizons community is a key benefit of being an Advisor. The community was described variously as being warm and welcoming, as providing an opportunity to learn and share openly and as sharing values and common purpose. Many respondents noted feeling positive about the work that they did for Caplor Horizons, be that 'front of shop' (e.g. facilitating workshops) or 'back office' (e.g. assisting with administrative or governance functions). Caplor Horizons needs to continue to proactively manage Advisor expectations, including taking into account that offers of support from Advisors often exceeds the amount of work that Caplor Horizons is able to take on.

Typical feedback from Advisors is presented below:

"I have found that Caplor Horizons has expanded my thinking – I wish I had time to do more!"

"I've found in life that you should support people who are outstanding."

"I'm happy to have done some work regarding Risk Management – I'd be interested to do more."

"I have enjoyed doing work for Caplor Horizons regarding the Theory of Change approach. And participating in Caplor Community Days has been great!"



Community

The Caplor Horizons community grew during 2017-18. By March 2018, it encompassed some 840 people across 30 countries who receive weekly email updates. These updates always contain relevant learning. Open rates are significantly higher than industry average. Over 70 people have participated in one or more of the four Community Day workshops or the three webinars that took place during 2017/18. A further series of five webinars were organised for INASP (involving a different target group). The interactive community events featured guest speakers and updates on Caplor Horizons initiatives. This provided an opportunity for participants to understand and shape Caplor Horizons' work and to learn from and to network with others across the Caplor community. The introduction of webinars during 2017/18 - a new initiative - was specifically done to allow people unable to get to face-to-face meetings (e.g. those not based in the UK), to participate actively in Caplor Horizons events.

Since the re-launch of the Caplor Horizons website in January 2018, 732 people have accessed open source resources contained therein.

Feedback from members of the Caplor Horizons community are overwhelmingly positive - the community was described variously as being warm and welcoming, as providing an opportunity to learn and share openly and as sharing values and common purpose. Comments about Caplor Community Days and weekly communication are typified by the comments below:

"It feels like a family at the Caplor Community days, I've got really good friends there – some old and some much more recent. Even when new people join, you immediately feel that they are part of the team. - It's the energy, but also that fact that the people there share the same values and common purpose."

"Community days provide a nice sense of belonging, exciting, welcoming and very warm - like your opinion matters. Your views are welcomed, everyone is valued and the same feeling feeds through all they do."

"The weekly email is an excellent 'briefing' – succinct and enticing."





06 Changes at Organisational Level

Caplor Horizons describes itself as "a charity that works with other charities and conscientious businesses". It sees its client and partner organisations as the key vehicle for wider societal change. Caplor Horizons services are delivered with a view to achieving agreed outcomes – changes in knowledge, attitude and practice – within client and partner organisations.

Details of Caplor Horizons' client and partner organisations are as follows:

Year	14/15	15/16	16/17	17/18
New client and partner organisations	22	15	18	19
Existing client and partner organisations		9	12	23
Total	22	24	30	42
<i>% of clients that contract further work the following financial year</i>	<i>41%</i>	<i>50%</i>	<i>77%</i>	

Of Caplor Horizons' client organisations in 2017/18, 36 were not for profit organisations, the remainder being businesses, including organisations that could be defined as social businesses. Of these organisations, half (21) were UK registered, with most of the remainder registered either in Africa (11) or EU excluding the UK (9). A significant number of the organisations registered in the UK were involved with international development.

Feedback from client organisations has been positive, with recurring themes as follows:

✦ **Quality of input:**

Input being variously described as supportive, challenging, appropriate, inspirational, knowledgeable and energetic.

✦ **Broad talent pool:**

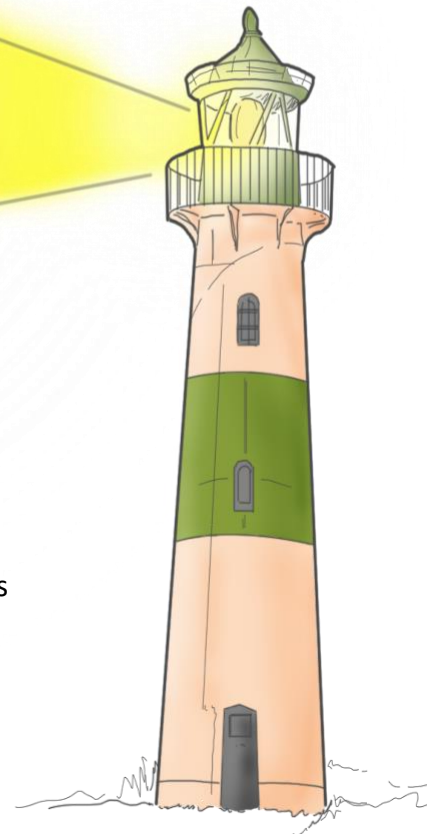
The diversity of skills that Caplor Horizons is able to draw upon through its Advisor network is frequently noted.

✦ **Affordability:**

The feedback often notes that the level of input received would normally be unaffordable. This includes the fact that Caplor Horizons typically has more than one person involved with design and delivery.

Examples of organisations supported in 2017/18 are presented below. These include some comments from impact interviews (with either clients or partner contacts) that were especially conducted for this report.

To provide insights into longer term impact, in some instances the comments deliberately reference work undertaken in previous years. These underscore the lasting and significant results of Caplor Horizons' work.





INASP is an international development charity supporting its global network of partners to produce, share and use research and knowledge to transform lives.

As part of a wider SIDA and DfID funded initiative, Caplor Horizons delivered a ground-breaking initiative across Zimbabwe, Kenya, Uganda and Ghana. This was called the 'Leading in the Library' programme. Using adaptive and iterative design approaches the programme supported INASP's library consortia partners to strengthen organisational effectiveness in three critical areas - leadership, strategy and influence. Caplor Horizons support included the co-creation with INASP of an innovative 'mind-set' webinar series that brought together participants from five countries for a five part webinar programme covering the essential ingredients for developing a strategic mind-set, an entrepreneurial mind-set, a gender-balanced mind-set, a culturally sensitive mind-set and an income generation mind-set (three of the webinars were led by Caplor Horizons' Advisors and two by Caplor Horizon's staff, each highly experienced in the particular topic).

Feedback included:

"From inception Caplor Horizons have played an instrumental role in both the design and delivery of 'Leading in the Library'. The relationship has been based on very close collaboration and pooling learning, expertise and talent through-out. INASP and our partners have benefited immeasurably from the remarkable skills and expertise across the public, private and voluntary sector that Caplor Horizons' staff and Advisors brought. Listening carefully to the priorities and needs of both INASP and our consortia partners, Caplor Horizons has given us the confidence to take an experimental and agile, rather than prescriptive and rigid, approach.

INASP has been able to deliver this programme at a relatively low cost and with vastly more leadership development expertise and resource as a result of our collaboration with Caplor Horizons and their distinctive approach to learning. Participant feedback has been overwhelmingly positive".





Through compassionate presence and seeking mutual transformation, **Edmund Rice Mission** promotes human rights and fullness of life for all, especially the poor. Caplor Horizons has carried out a number of workstreams with Edmund Rice since 2015. Most recently, Caplor Horizons has worked with Edmund Rice to design and deliver their global capacity development approach and to develop key leaders. In the feedback below, ‘mission’ refers to development activities with communities to reduce poverty and strengthen human rights.

Feedback included:

“Caplor Horizons facilitated an international gathering of Edmund Rice mission directors in Rome (in September 2015). This was to formulate a Strategic Development Framework for Edmund Rice.

This was a pivotal moment for the mission work of Edmund Rice It was the first time we had a coherent, strategic approach to our development work and it was critical that the leadership team were involved – every leadership team globally adopted the Framework.

In addition, the Strategic Development Framework has acted as a foundation and a catalyst for the creation of the Global Capacity Development project. The fact that the Edmund Rice Leadership Team felt a sense of ownership over the Strategic Development Framework enabled a shift and momentum behind mission and therefore towards capacity development and greater collaboration. As a result, Edmund Rice is on a journey to greater coordination and effectiveness.

The Framework has become a unifying reference point, giving a common language internally as well as acting as a useful external communication tool. It is continuing to make a difference as a living document and has the potential to do more – especially when combined with learning opportunities around development and enabling greater understanding of local implications”.





EAUC is an alliance of universities and colleges, post 16 education sector bodies and commercial organisations, working in the UK and internationally, representing over 2 million students and nearly 400,000 staff with a spending budget of over £25 billion. EAUC works to drive sustainability to the heart of post-16 education institutions. Caplor Horizons has worked with EAUC over a three-year period, firstly on a new organisational vision and strategy, secondly on a change of name and rebranding process.

Feedback included:

"Over the last three years we have been working intensely with Caplor Horizons; firstly, on a new organisational vision and strategy, secondly on a change of name and rebranding process. We now have an envisaged future to 2030 and a 5-year rolling strategy; also, a new name.

When initially considering our strategy renewal process, EAUC could have chosen a standard 5-year renewal. However, given the changes in the world around us, the strategy renewal process presented itself as an opportunity to step-up and do things differently.

Caplor Horizons took an approach that brought together a cross-section of the organisations and facilitated a different conversation. The process gave us the platform to speak about and position sustainability in a different way, it enabled us to evolve the organisation to be more strategic and proactive.

As a result, the new strategy, which has been live for almost a year, has emboldened EAUC. It has marked the beginning of a whole new chapter for the organisation, it has helped us to develop a new voice for a new name and it has put a new spring in our step. The approach and process Caplor Horizons took very much facilitated this. The facilitation was fun, engaging, grounded in academic knowledge as well as flexible to our needs.

Tools such as the Caplor House were very useful. Using this model with the staff team has enabled greater clarity for the delivery of the strategy. I believe that an important element of Caplor Horizons' work is convening the key people to ensure a balance of power and ownership for the strategy across the organisation".





TECHNOSERVE

BUSINESS SOLUTIONS TO POVERTY

TechnoServe is a US-based international NGO that applies business solutions to poverty by working with farmers and entrepreneurs to build competitive businesses in about 30 countries globally.



Caplor Horizons has worked with TechnoServe over a three-year period, to support a strategy renewal process and leadership and team development.

Feedback included:

“The regular and highly cost-effective engagement with Caplor Horizons over the last three years has dramatically improved the quality, outputs and outcomes of the forums that they have been involved with. The diversity of expertise that they bring through their network of experts, and the application of their distinctive tools and resources, including the Caplor House model, has enabled them to provide specific and targeted support to a wide range of teams in the region. Their growing understanding of our culture and work has made their engagement incrementally more valuable each time”.



**Methodist
relief and
development**

All We Can is an international NGO, helping to find solutions to poverty by engaging with local people and organisations in some of the world's poorest communities to end the suffering caused by inequality and injustice. All We Can works to support and strengthen local partners, often small and medium sized NGOs. It responds to humanitarian crises and helps communities to be better prepared for disasters; and it engages in global education to inform, challenge and motivate people to take a stance against poverty.

Caplor Horizons created a leadership development programme involving six 'master-class' sessions with the Programmes and Partnerships Team at All We Can.

Feedback included:

"We were extremely inspired and appreciated the input from lauded experts who ran the 'Master Classes', including Lord Paul Tyler, Dr Peter Moore and Samson Hailu. Each of these Advisors, along with the staff at Caplor Horizons, added unique learning nuggets that we will continue to reflect upon and apply in our work for a very long time."





Swan Advocacy works with people from all walks of life and has already supported thousands of the most disadvantaged and marginalised people in communities across the South West of England, helping them to have their voices heard and their choices respected by those that are making decisions about their future. Its services are free, confidential and non-judgemental.

Caplor Horizons has worked with staff, volunteers and trustees at Swan Advocacy on the development of a new five-year strategy.

Feedback included:

"We really valued the way you worked with us, listening to our issues and needs and tailoring the sessions to ensure everyone felt involved, as well as gathering the information needed to inform our strategy. Because of the way you facilitated the days, we now have a strategy that has the 'buy in' of everyone connected with Swan and provides clear direction for the organisation for the next 5 years.

The whole experience has been challenging but extremely positive and we will use this positive energy to help us succeed."



Misean Cara is an international NGO working with some of the most marginalised and vulnerable communities in developing countries.

Feedback included:

“The visioning process that Caplor facilitated in 2015 was an incredibly inclusive and creative process. It really helped accelerate a change that was just beginning in terms of how our very active members perceive Misean Cara... shifting from a perception of Misean Cara being a separate entity with which to engage, to one that framed Misean Cara as something much larger, a worldwide movement of which our members are

core. The strength and challenge of any membership organisation is that these trends ebb and flow, and Misean Cara is no different, but the interventions of Caplor Horizons have certainly helped us maintain something of a positive direction overall.



With specific reference to the Caplor House exercise, facilitated on various occasions with staff and board, this has been very useful in terms of being able to identify which perspective different individuals and groups are operating from within Misean Cara. Ensuring that a respective individual or group is operating out of the most appropriate perspective at a given time is a work in progress, but having an easy to grasp framework to identify and understand this has been useful”.



07 Changes at Societal Level

The ultimate impact of Caplor Horizons takes place at societal level, where client organisations serve their beneficiaries or other stakeholders. These indirect beneficiaries, whether users of the Trussell Trust food banks in the UK, students at the United World Colleges in Germany, or beneficiaries of TechnoServe in Kenya, are engaged in various initiatives, working in different languages and cultural contexts, on different timeframes and around the world.

Determining the precise impacts of Caplor Horizons' work is inevitably challenging, though a confident picture can be drawn from deductive reasoning. The ripples on the pond are clear to see and will continue to emanate from Caplor Horizon's work, a point underscored by the following feedback:



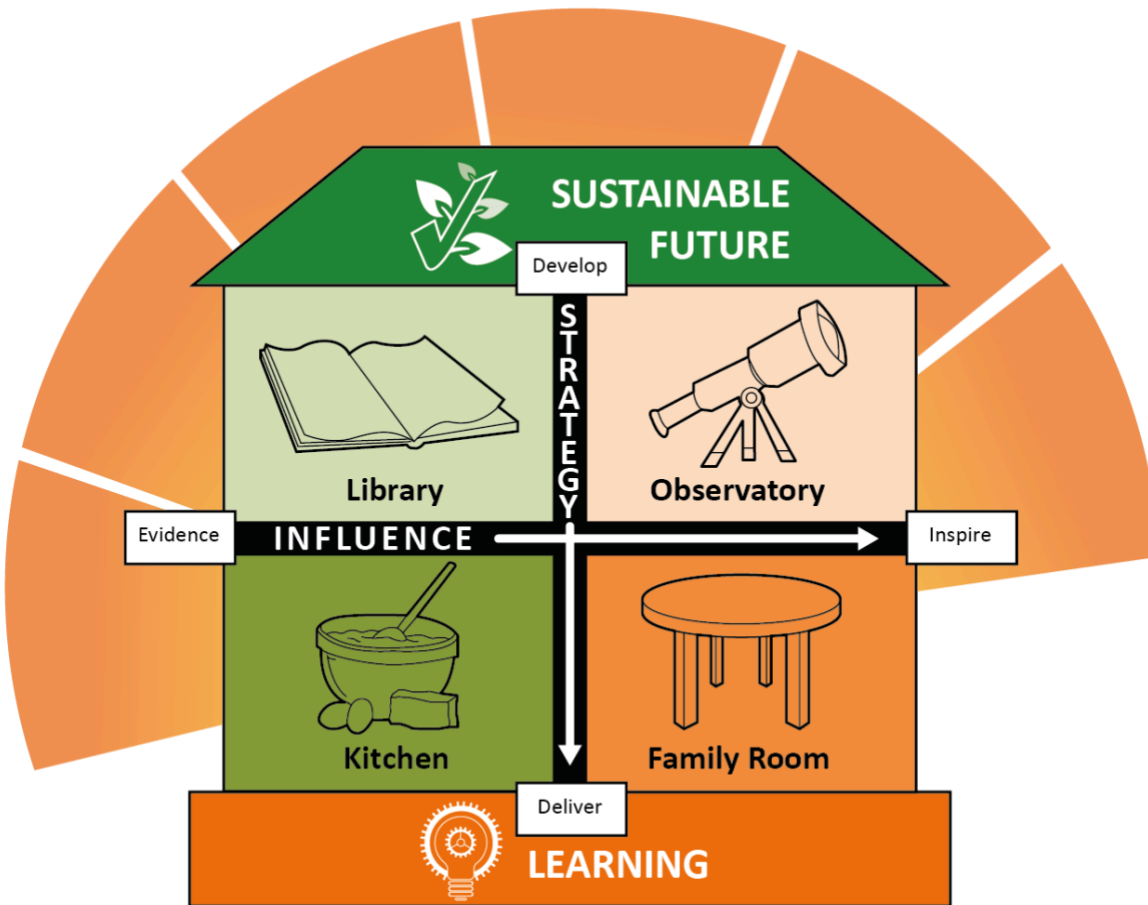
All We Can

"One of our aims was to observe and learn from (Caplor Horizons') facilitation styles, training tools and approaches, to in turn use these with our partners. Cascading these tools through our work with partners has already started in India, Malawi, Uganda and Zimbabwe with more countries to follow. Partners have expressed interest in adopting some of the tools in their own work with their staff and the communities they engage with".

Misean Cara

“The strategic development process in 2016, which followed a vision process, led to the emergence of a strong five-year strategy that all staff and members fully buy into. This strong sense of ownership serves us well. Indeed, late last year, when faced with the challenge of likely funding shortfalls for 2018, it was members who advised us (as staff) to hold them to account in terms of the strategy and to use it to prioritise which activities could be supported. This in turn has meant that members have been much more cognisant of Misean Cara’s stated strategy when submitting preliminary proposals this year than they have been in previous years.”





Edmund Rice Mission

“As a result of the creation of the Strategic Development Framework in 2015, teams working locally on development chose to adopt and apply the Framework, using it either as a tool to develop their own local strategic framework or as a framework for their training. For example, for Edmund Rice International in Geneva, the Framework gave a way for them to develop a clear strategic framework that works for them. In India and Kenya, the adoption of the Framework at a local level has increased engagement and ownership locally of the development work.”

08 Reflections & Conclusions

As has been shown earlier, Caplor Horizons has been effective in its formative years, quickly attracting a strong talent team of staff and Advisors and developing a portfolio of approaches and resources that provide a thorough, creative and thoughtful underpinning to its work.

Caplor Horizons' resources have been applied to generate ripples of change.

Firstly, at the individual level, feedback from participants, Advisors and Caplor Community members on Caplor Horizons' learning and development approaches is overwhelmingly positive.

In turn, equally positive is the feedback from client organisations. Caplor Horizons' services are greatly appreciated, particularly with regards to the quality of work, the breadth of its talent pool and its affordability. Feedback also confirms Caplor Horizons' success in delivering the desired organisational outcomes, including clearer strategies, strengthened leadership or improved team dynamics.

And finally, through a combination of deductive reasoning and case study examples - despite the broad scope and variety of impacts - it is possible to deduce clear long-term, direct and indirect, impacts of Caplor Horizons' work.

As Caplor Horizons moves forwards with confidence and enthusiasm to its next strategic period, efforts will continue to better understand and reflect upon these widest ripples of impact created by Caplor Horizons' work.

Individual Changes (personal learning)

Organisational Changes (improved organisational practice)

Societal Changes (helping to deliver a sustainable future)



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