



CAPLOR HORIZONS IMPACT REPORT 2021-2022



ABOUT US

Established in April 2014, the vision of Caplor Horizons is *a world where leaders deliver a sustainable future for all*. Our purpose is *to be courageous, compassionate and creative in facilitating transformational change*.

Working locally, nationally and internationally, Caplor Horizons works with individuals, teams and organisations to strengthen their leadership, renew their strategy and improve their influence.

Caplor Horizons also hosts The Commitment. We usually work with established organisations. In this instance we have been helping establish an organisation.

The Commitment started in April 2019. The vision of The Commitment is *a world with a safer climate and recovering nature*. Its purpose is to give politicians a powerful reason to act on the climate and the natural world.

Through our impact reporting process, we are committed to lifting our sights; to seeing the difference we are making at a vision and purpose level.

Also, our values of courage, compassion and creativity – plus our geese culture – are vital. They are at the heartbeat of our day-to-day activities.

In reviewing our impact, we are constantly asking ourselves: *“are we acting courageously, compassionately and creatively in all we do and are we being consistent with our culture?”*

“I do not think of Caplor Horizons as an organisation or a company; I see it as a community”



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Message from the Co-Directors

The world is facing immense challenges, yet opportunities for positive transformation exist. We are particularly concerned about the environmental crisis and believe it receives far too little attention.

There is no simple formula for success, however, we share a strong conviction that inspiring and enabling change makers is vital. At the centre of our approach is a dedication to fostering diverse, skilful leaders and organisations who are self-aware, adaptable, and innovative, and who are systems thinkers able to deal with uncertainty and rapid change. We believe, with mindsets and skills such as these, we will enable leaders to deliver a sustainable future for all.

Over the last 8 years, Caplor Horizons has gone through many ‘curves’.

In 2019, we started incubating The Commitment. This shook us up and caused major ripples in terms of strengthening our voice about climate change and biodiversity loss. It is our way of directly responding to the environmental crisis. The Commitment has now grown. Today, it is similar in size – in terms of income and expenditure – to Caplor Horizons. However, it is still relatively early in its life in terms of demonstrating impact. As such, the main balance of this report is still tilted towards examining the evidence of the impact of Caplor Horizons.

Another key curve for us was shifting our work to be 100% online during the pandemic. This very significantly changed the way we work, even though we were already working online to some extent.

We are now at a point where we are looking for our next curve to continue to be relevant and inspiring to the next generation of leaders and organisations.

We are currently in the stages of developing a ‘Next Generation Change Makers Programme’ that will equip young people for success in this changing world, with themes such as eco-feminism, intergenerational leadership and compassion running throughout. Through learning together we believe the current generation of leaders can transform their levels of effectiveness. It is not possible or fair to leave responsibility for facing the future to young people.

Collaboration has been a big focus for us this year. From working in deeper ways with our partners, to strengthening our learning about what creates effective collaboration. This has also been very relevant for The Commitment which is growing and has put collaboration at the heart of its approach.

Big systemic change requires dynamic and broad-based effort from a wide variety of actors. The Sustainable Development Goals set out a shared blueprint for peace and prosperity for people and the planet. The SDGs can only be met if we work together and in complementary ways.

This impact report highlights the ways that we are advancing the SDGs through our work and having an impact at a societal level. It also reflects the maturity of Caplor Horizons. We have gone back to speak with some of our oldest partners to understand the legacy we have left behind and whether the

Rosie Bishop



Ian Williams



Lorna Pearcey



William Eccles



benefits are still being felt today. In general, everyone we spoke to felt that we had left our mark in one way or other, whether it was strengthening their confidence and abilities as a leaders or providing their organisation with greater clarity and vision to achieve their goals.

Whilst The Commitment is relatively new in its journey of impact, we have been able to report some tangible progress, with increased levels of feedback from stakeholders involved including politicians.

Looking ahead we will reflect and act on the important challenges and opportunities for improvement arising from the process of drawing together this impact report. These are summarised in the report. However, we would be delighted to share more insights about these if of interest. We believe in 'walking the talk' in terms of demonstrating openness and sharing our learning.

We could not have reached the influence and ripples of change that we are reporting without the fantastic contribution of our Advisors, Board, Staff and wonderful Caplor Community which includes our Strategic Change and Development Group (SCDG), partners and funders.

We want to take this time to thank everyone that has been on our journey with us!



This is a picture from one of our online strategic change and development group (SCDG) gatherings. It is comprised of a wide range of people across various countries, including partner representatives. The group was formed to help develop our current strategy. It now meets every six months or so to help keep us focused on what matters. Going forwards the SCDG can play an increasingly important role in keeping us in touch with the realities faced by the organisations we work with whilst stimulating different and new ways of doing things.



Impact on a Page

150

Since starting in 2014, Caplor Horizons has worked with 150 not-for-profits in over 50 countries worldwide



This year we directly worked with over 1,100 change makers

The Commitment continued to grow, reaching 7,000 commitments!



And our Advisors gave 1,153 days of voluntary support



95% of people feel inspired to be courageous, compassionate and creative in their leadership as a result of working with us



77%

of people feel that their involvement with Caplor Horizons had a lasting effect

"The SDGs are inherent in our mission and Caplor Horizons has supported us to deliver on these more effectively."



SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING

We provided support, encouragement and compassion towards our partners and community.

- Coaching and Mentoring
- Sea Change

4 QUALITY EDUCATION

Many of our partners are involved in ensuring inclusive and equitable quality education in different ways.

- An Cosán
- De La Salle
- United World Colleges

5 GENDER EQUALITY

We are a feminist organisation and role modelled alternative leadership models that centre around social justice and gender equality.

- ActionAid Ireland
- Ella's
- United Purpose

10 REDUCED INEQUALITIES

We continued our journey to become an anti-racist organisation and supported our partners to more effectively target this SDG.

- TechnoServe
- Experiment in International Living
- Children Watch
- Refugee Action

13 CLIMATE ACTION

We continued to advocate for greater climate action in the UK through incubating The Commitment. We also supported our partners in this area, including starting work with EIA.

- Hope for the Future
- EAUC
- Money for Madagascar

17 PARTNERSHIPS FOR THE GOALS

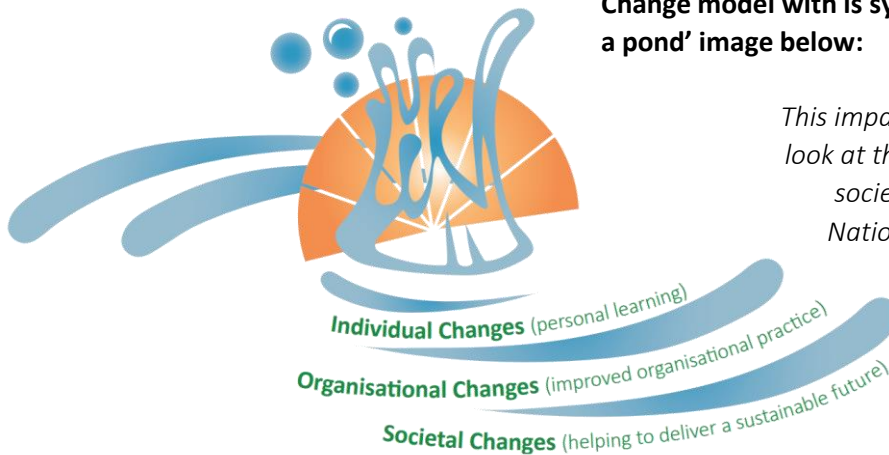
The SDGs can only be met if we work together. We are deepening our cross-partner networking and knowledge through action learning sets.

- Ubuntu.Lab
- IPA
- Edmund Rice Development

Measuring impact

WHY IS IT IMPORTANT TO MEASURE IMPACT?

We measure, capture and report on our impact to understand the changes that have resulted from our work and the difference that is being made. We conceive impact as the value created from our activities and actions. Doing this allows us to see the progress we have made so far, celebrate our successes and improve our ways of working to better deliver on [our strategy](#).



HOW DO WE DEFINE IMPACT?

We define impact as *“the direct and indirect, intended and unintended, positive and negative long-term effects of an intervention”*.

This is different to ‘outputs’ which are more about what’s been done, rather than understanding the meaningful and deeper changes that have resulted. See our definitions of terms [here](#).

We like to use different frameworks to identify and report our impact. We mostly use our Theory of Change model with is symbolised by the ‘ripples on a pond’ image below:

This impact report aims to specifically look at the impact we are having at a societal level and uses the United Nations Sustainable Development Goals as a framework. See page 6 for more details.

HOW DO WE COLLECT EVIDENCE OF IMPACT?

We systematically collect feedback and evidence of impact throughout the year, in both qualitative and quantitative ways. Our approach includes...

Systematic feedback surveys

Anonymous surveys sent to our partners after most of our sessions. 377 feedback forms were completed, scoring our facilitation and content among other things, as well as feedback about how we can improve our approaches and provide a better service.

In-depth interviews with specific partners

We interviewed 14 of our partner organisations. These represent a cross section of our work and include longer term partners, past partners we are no longer working with, and more recent/current partners.

Caplor Community survey

We sent a survey to members of our Strategic Change and Development Group who represent ‘experts by experience’ of our work. Around 25% of this group completed the survey which collected quantitative and qualitative feedback about our impact.

Testimonials from partners

We have continued to collect testimonials from our partners to understand and showcase to others the impact our work has had on individuals, teams and organisations.

Impact Report for The Commitment

This analyses the progress we have made over the past few years and the reflections and learnings we have gathered along the way.



Our Year in Numbers



We worked with **33 organisations** to deliver their work across **50 different countries**



We facilitated over **160 sessions**, **87% online**, **13% in person**



We directly worked with **over 1,100 change makers**



We developed or renewed **15 organisational strategies**



Our weekly updates reached over **2,000** people in **30** different countries



We continue to be a **Carbon Zero** organisation



We hosted **4 webinars**, which were attended by over **150 participants** from **10 countries**



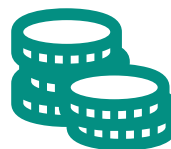
We **coached 13 CEOs** and senior leaders



The Commitment reached the milestone of **7,000 commitments**. This is 7,000 votes for politicians who will prioritise climate change and the natural world.



We had **110 volunteers** contributing **1,153 days** of *pro bono* support, which is the equivalent of **£576,500**



A total of **£9,800** was raised to respond to Children Watch's emergency appeal in Tamil Nadu



We published **4** new **Ripple Papers**



General feedback

SURVEY RESULTS



INTERVIEW RESPONSES

When asked to describe what the experience of working with Caplor Horizons was like, our partners used the following words in the semi-structured interviews



CHALLENGES AND LEARNINGS

We are a learning organisation and always think it is important to reflect on the challenges we have faced and the learning these have brought so that we can continue to provide a better service and work in more effective ways.

Through analysis of the anonymous surveys and the partner interviews, we were able to identify five main challenges concerning the work of Caplor Horizons. ...

- *Be even more challenging – sit with discomfort and encourage difficult conversations to be had*
- *Enable even greater buy-in of key stakeholders when possible – especially given how teams change over time*
- *Link our engagement more explicitly to environmental and societal issues – use the SDGs more.*
- *When relevant, complement high-level strategies with more substantial detail, including implementation plans*
- *Keep committed to making our resources and approach inspiring yet practical, with real examples.*

See what we'll do differently as a result on the next page!



What will we do differently?

Be even more challenging – sit with discomfort and encourage difficult conversations to be had

Reading and listening to feedback we've received – and taking into account all the wider research about change – it is clear that often the most significant breakthroughs occur when individuals, teams and organisations dig very deep; when they sit with discomfort, when they have difficult conversations. Relevant to this, our purpose is *“to be courageous, compassionate and creative in facilitating transformational change”*.

- We recognise that sometimes we have been insufficiently challenging, including moving conversations on too early or not enabling people to sit with the difficulty that might lead to new horizons being reached. It is very difficult as facilitators to judge the right time and we always have to do our utmost to ensure safety and be aware of power imbalances and risks. However, it is so important and we know that when we get it right it can make a profound difference. We will be even more consistent going forwards. We will ask for more feedback and keep assessing ourselves through this lens.
- We will action this in various ways including by: (a) including mention of encouraging challenging conversations in proposals for new workstreams; (b) highlighting this from the outset when working with teams or individuals i.e., when facilitating, coaching, etc; (c) proactively strengthening our abilities to be effective e.g., through learning more about power, conflict; also, ensuring we have relevant tools and resources to hand; (d) emphasising the importance of medium to long term relationships as this is when we know are able to be most effective; (e) stopping engagements if the relationship is not working in this respect.

Enable even greater buy-in of key stakeholders when possible – especially given how teams change over time

Reflecting on our experiences and the research about strategic change (especially in not for profits), it is clear that 'buy in' and engagement by stakeholders is pivotal.

- We could do more to systematically encourage all organisations we work with to 'step up' in this regard, even if resources are limited. We have learnt various low-cost, yet meaningful ways of bringing in stakeholder voices. It is not always possible. However, we recognise that we have insufficiently voiced the importance of this.
- We will action this, and do better going forwards, by: (a) ensuring it is part of discussions with new and existing partners; (b) ensuring we have multiple key contacts bought in and involved in the design and delivery of our input; (c) identifying and harnessing most appropriate tools and resources to map stakeholder networks; (d) continuing to prioritise working with umbrella groups – this is because such entities lead to gaining helpful and relevant experience that we can use with others.

Link our engagement more explicitly to environmental and societal issues – use the SDGs more

We have varying levels of involvement with individuals, teams and organisations, indeed sometimes it is only for a few hours. From coaching and mentoring, through to leadership development and strategic change initiatives, we need to keep prominent the importance of societal level change and the 'bigger picture'.

- It can be all too easy to focus on internal organisational issues and operations. However, we can play a vital role in encouraging and enabling organisations to lift their sights and achieve greater influence.
- We will action this, and do even better, by: (a) more consistently encouraging people to consider the external environment, notably the acute environmental and societal issues faced; (b) prompting organisations to maximise the difference they will make, notably about having greater influence towards bringing about systemic change; (c) making fuller use of our 4P model and the SDGs; (d) supporting greater collaboration within and across sectors; (e) strengthening influencing skills within teams and organisations.

What will we do differently?

When relevant, complement high-level strategies with more substantial detail, including implementation plans

A hallmark of our work is to distil results emerging from processes we facilitate, in compelling, succinct and accessible forms (including summary strategies and summary plans). This is one of the things we do best.

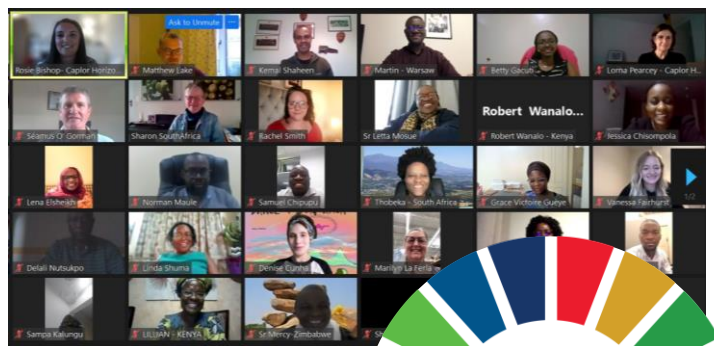
- Organisations sometimes find it helpful for us to facilitate the drawing up of more substantial strategies, including implementation plans. Based on the feedback received, this is wanted more than we realise.
- We will action this by: (a) being more open to working with teams to help them at this point; (b) recognising that our facilitation of the next steps can especially assist in accelerating progress in embedding the change process; (c) keeping emphasising the opportunity for coaching and co-coaching to help embed and extend change; (d) prompting engagement with our next generation change makers programme to help reach new horizons.

Keep committed to making our resources and approach inspiring yet practical, with real examples.

We use a combination of in-house models and resources alongside internationally recognised ones.

- We always want to combine inspiration with keeping it simple, compelling and clear. However, based on the feedback received, we could go further.
- We will action this by: (a) using more case studies and/or real-life examples to help accelerate change; (b) ensuring that we make ideas practical; (c) appreciating the different preferences of people and the need to connect effectively when we facilitate and coach; (d) emphasising the benefits of cross-sector insights to help people think, learn and act differently.

With respect to the work of The Commitment, based on our review of progress so far, we are going to keep one over-riding question in mind informing all our activities: “will this help us have a significant impact on politicians?”





OUR ADVISORS

We have around 50 Advisors that support us to achieve our goals. These are outstanding people that bring specialist knowledge and experience from all walks of life. They contribute their time on a voluntary basis, or at reduced rates, so that we can provide high quality and distinctive services to our partners at an accessible cost. The quotes below are from our Advisors...

“Caplor Horizons gives me the opportunity to maximise the benefit of my skills, knowledge and experience by sharing them with a wider global audience that would otherwise be denied access to these inputs.”

“Learning from Caplor sessions has equipped me to think and act more deeply and systematically in my leadership”

“I am able to use the fresh insights I gain from working with Caplor Horizons to encourage fresh perspectives in others”

“It is a great privilege to be able to work with such wonderful people in such an exceptional organisation”

“The relationship has encouraged me to remain accessible to a broader, younger and more diverse audience”

“The satisfaction and sense of team belonging I get working with you, I simply don’t experience anywhere else.”

“We like to describe our way of working using the metaphor of a flock of flying geese.”



The Sustainable Development Goals

WHAT ARE THE SUSTAINABLE DEVELOPMENT GOALS?

The Sustainable Development Goals (SDGs) are universal goals for everyone, everywhere. Their motto is to “*leave no one behind*”. The 17 goals were established in 2015 as part of the 2030 Agenda for Sustainable Development. According to the UN, they “*provide a shared blueprint for peace and prosperity for people and the planet, now and into the future*”.

Civil society, the private sector, and governments have created national development plans and strategies to ensure that the 169 targets are met, but, overall, action to meet the Goals is not yet advancing at the speed or scale required. Progress will require multidisciplinary approaches across all sectors.

WHAT IS THE RELEVANCE?

This impact report aims to specifically look at the impact we are having at a societal level and uses the SDGs as a framework to measure this.

We are helping our partners to advance progress towards all the SDGs, however the 6 key goals we are helping to advance in more strategic and thematic ways are highlighted in the diagram:

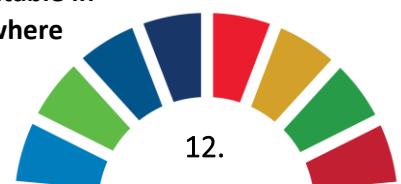


WHAT ARE THE LIMITATIONS OF THIS REPORT?

This report does not aim to report on the targets and indicators of the SDGs as set out by the UN. It aims to show more generally how we are responding to the Goals and supporting the work of our partners. To achieve the Global Goals by 2030 we need to recognise all efforts and contributions and this report uses the SDGs as a helpful lens to do so.

In addition, we also recognise the limitations in attributing societal level impact as our own direct impact. Of course there will be many other factors that could have contributed and we are just one player in a crowded space.

Finally, we are also aware of not just retrofitting an SDG number to work we have already done, but being deliberate and strategic in which SDGs we are targeting in order to bring about the greatest impact for people and planet. This enables us to be transparent and accountable in reporting on areas where impact has not been as we would have liked, or where there have been shortfalls. This is just as important as measuring positive impact.





SDG 3: Good Health and Wellbeing

Ensure healthy lives and promote wellbeing for all at all ages

“We love to know that people so far away care about us. Working with Caplor is a gift.”



In recent years, there has been increasing acknowledgement of the important role mental health plays in promoting wellbeing for all ages. Stress, anxiety, isolation and depression are increasing worldwide and have been exacerbated by the pandemic.

At Caplor Horizons, we place a huge emphasis on health and wellbeing both within our organisation and in the support we provide to our partners.

Over the years our partners have appreciated this added value we bring, whether it is encouraging individuals and organisations to be [leaderful](#) and bring their whole self to work via ‘check-ins’, or through supporting them with coaching and mentoring. We act as a sounding board for senior leaders, provide helpful outsider perspectives, and facilitate difficult conversations in a non-judgemental way.

When asked about what our partners found positive about working with Caplor Horizons, two of the most common things they said was our sense of “care” and how we made spaces for discussions “safe”. Our core value of ‘Compassion’ runs through everything we do, and we are currently in the process of updating our coaching and mentoring approach to put this at the front and centre.

QUOTES FROM OUR PARTNERS

“Caplor is a compassionate caring team who want to make a difference. On a personal level I have appreciated the team's compassion – there have been some difficult moments and they were very supportive.” Karol Balfe, CEO, ActionAid Ireland

“We love you showing us the value of checking in first in meetings. It connects us as people and gives us time to think.” Sharon Schalkwyk, Executive Director, Ubuntu.Lab, South Africa

“Through working with Caplor Horizons we now appreciate the value of not just connecting as employees but as people, so we've now added ‘checking in’ to weekly meetings.” Clement Sindazi, Deputy Africa Province Leader, Edmund Rice, Zambia

“I believe that we as an organisation would not be where we are today without Caplor Horizons. Over these 8 years Caplor has been our companion, accompanier, mentor, pilot, counsel and always reliable and valued critical friend. The journey has been so much easier and richer for us because of their collaboration.” Dean McGlaughlin, Executive Director Resources and Planning, Edmund Rice Development, Italy



SDG 3: Good Health and Wellbeing

Ensure healthy lives and promote wellbeing for all at all ages

In the last year, we provided coaching support for 13 CEOs and senior leaders. We are currently exploring co-coaching and intergenerational coaching approaches



COACHING AND MENTORING SUPPORT

“It has been invaluable. Of particular benefit has been the support to remain strategic in my work for our organisation. And in parallel to keep a focus on personal goals and work life balance.” **Fiona Dowling, CEO, Edmund Rice Development, Ireland**

“My coach is incredibly encouraging and seems to have a lot of faith in my ability to learn and overcome the challenges. His ability to convey a deep positivity and strong grounding in what really matters has been so helpful. I’m in a place of role transition and speaking to my coach is really helping me figure out what I should and should not be doing.” **Shivani Singhal, Head of Dharohar, India**

“We have a genuinely trusting and respectful two-way relationship. It’s a privilege to have such a relationship and space to get valuable help, especially at a time when my attention can be so split between different priorities. It is a place of safety where I can explore my business goals without any of my other commitments interfering.” **Laura Adams, Self-employed, Remarkable Impact, UK**

“A greater sense of perspective – understanding my own issues in an expanded relevant context – reducing mountains back to mole hills, and recognising sometimes molehills are actually mountains” **Andy Simmonds, CEO, AECB, UK**

SEA CHANGE

We also work with partners who are having a direct impact on health and wellbeing.

One that we have worked with this year is Sea Change, based in the UK. Sea Change provide psychological support for children, young people and families in Shropshire. Their vision is *“a future where young people and families are empowered to grow and develop their emotional and psychological wellbeing”*. They recognise the crucial importance of emotional and mental health for the development of healthy minds and bodies throughout life, but especially during infancy, childhood and adolescence. Their support mostly centres around: family relationships, post-adoption support, depression, self-harm, eating disorders, anxiety, behavioural problems, early trauma, and responding to Covid-19.

In 2021, Caplor Horizons supported Sea Change to develop their organisational strategy. This process helped the team to be more clear about where they want to get to and how they will get there, clarifying their purpose, distinctiveness, culture and communication along the way. According to the staff, our work with the team helped them to feel more cohesive, and to recognise the importance to focussing of key strategic priorities in order to achieve their vision.



SDG 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

According to the UN, Covid-19 has wiped out 20 years of education gains. Women and children are affected the most. Children from the poorest households are almost 5 times more likely to be out of primary school than those from the richest and remain trapped in a cycle of poverty. Around 775 million adults – two thirds of whom are women – are illiterate in terms of reading and writing skills. However, a child whose mother can read is 50% more likely to survive past the age of 5.

Caplor Horizons has been supporting many charities that are promoting inclusive and equitable quality education and lifelong learning opportunities for all. For example, Dharohar, CEDAR, An Cosán, De La Salle, United World Colleges, INASP, Edmund Rice Development, Crossref and the International Presentation Association. Some case studies are included below:

“The strategy, facilitated by Caplor Horizons, accurately portrays the safe, warm, nurturing, inclusive, holistic and judgment free atmosphere that An Cosán promotes.”



AN COSÁN

An Cosán is Ireland’s largest community education organisation. Their mission is *“to empower women and children left furthest behind through learning, leadership and enterprise”*. An Cosán offers a variety of programmes in early years education and care, parenting, community, further and higher education. While they welcome all, their focus is primarily on women and children as they believe this is the most effective way to break the cycle of intergenerational poverty.

Caplor Horizons has been working with An Cosán since 2020, running over 15 online workshops and 2 in-person gatherings (with over 100 people) to support An Cosán’s leadership and team development. Our involvement also included an extensive and highly participative strategy renewal process.

Heydi Foster, CEO, Ireland: *“Overall, great progress has been made since January 2020. In particular, positive progress has been made in all areas of the organisational culture. Despite working apart due to Covid-19, the team is feeling more connected, individuals are being supportive and compassionate towards one another, and we have been courageous in our approach during such a turbulent time...”*

The sessions have been transformational. Caplor Horizons have worked with me in finding innovative, creative ways to re-energise the organisation. They have helped to strengthen the way we work together as a team and an organisation so that we can continue to provide our essential services to individuals, families and children across Ireland.”





SDG 4: Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

"I have no doubt that we would NOT be moving this project along without your sagacious guidance."



DE LA SALLE

De La Salle Christian Brothers is an education institution seeking to provide a human and Christian education to the young, especially the poor. The network is present in over 80 countries, providing education at primary, secondary and tertiary level to over 1 million students.

Beginning our involvement in 2020, Caplor Horizons has supported the Lasallian Institute to strengthen their collaboration across their global network, including running a webinar series, and facilitating the development of a more formal collaborative arrangement among its NGOs.

Br. Amilcare Boccuccia, Solidarity and Development Secretary, Italy: *"The webinars allow the De La Salle network to be expanded thematically so that individual sectors of the Institute can learn more about what other sectors are doing. For instance, we held webinars on the UN Sustainable Development Goals (#7 and #13), International Humanitarian Emergency Responses, Volunteerism, International Advocacy, Youth Energizing the Institute's Mission, and Lasallian Women."*

The work around developing a more formal structure for Lasallian NGOs, involved regular meetings with a working group to develop a Memorandum of Understanding for the structure. Through this engagement, De La Salle will benefit from increased sharing of learning and best practice, collaborative funding approaches, greater donor access, coordinated project management, and more powerful campaigning influence.

Br Craig Franz, President at La Salle International Foundation, USA: *"The federated structure should yield significant organizational effectiveness results in the years ahead; the collaboration among thematic partners should spur future additional mission-enhancing activities."*

UNITED WORLD COLLEGES

Not all the partners we are profiling are current partners. As part of this impact report we are interested to see the lasting effect we have, and what the longer-term impacts of our work are.

United World Colleges (UWC) is a global education movement with 17 schools and colleges on 4 continents. UWC deliver a challenging and transformational educational experience to a deliberately diverse group of young people (age 16 to 18), inspiring them to become agents of positive change.

Our work, around 5 years ago, involved an experiential learning programme for the staff and college students focussed on inspiring and enabling tomorrow's leaders. Recently we caught up with one of the students, Anushka Malik: *"Through the training I became more conscious of my personality traits and strengths that can be used in the context of leadership. I thought the Caplor House was a useful way to look at my skills and profile and it has made me more self-aware. It was really useful to have leadership training at that age – 18 is a good age to start. Growing up you're a bit lost, so it's a great age to learn about yourself."*



SDG 5: Gender Equality

Achieve gender equality and empower all women and girls

“I was so impressed by the inclusive and collaborative team you put together at Caplor – feminist leadership principles in practice – and the commitment and dedication you showed to our work together.”



Gender inequalities are systemic. Patriarchal societies oppress and exclude women and minority groups, and favour those who hold most power and privilege. The global pandemic exacerbated these inequalities even more.

Women are still not accessing full and effective participation in leadership at all levels of decision-making in political, economic and public life. For example, according to FairShare, 70% of the INGO sector staff are women, but only 30% of those women reach the top of their organisations. Even fewer of those women are black, Asian and minority ethnic.

Other issues affecting women include violence against women, trafficking and sexual exploitation, early and forced marriage, lack of reproductive rights, unequal access to economic resources, and much more.

Caplor Horizons is committed to being a feminist organisation. We have a [Culture for Justice](#) that ensures that we challenge abuses of power and call out injustice in the many forms it manifests, in particular: gender, ecological, economic and racial injustice. We believe that all injustices are interconnected; that they can't be separated; that all intersectionalities are important.

The work we are doing to bring about gender equality includes role modelling and sharing alternative leadership models that centre around social justice and gender equality ([feminist leadership](#) and [shared leadership](#)); working with partners that are directly having an impact on gender equality, e.g. United Purpose, Ella's, TechnoServe, ActionAid Ireland, An Cosán, the International Presentation Association, Children Watch, Women's Initiative Gambia; and actively analysing our approaches and impact to minimise any unintended consequences of our work on women in particular.

ACTIONAID IRELAND

Women and children living in poverty and exclusion are central to ActionAid Ireland's work. A feminist lens drives them to better understand power and its many manifestations, enabling them to work towards more equitable redistribution of power and resources and to enhance women's ability to claim and enjoy their human rights.

ActionAid Ireland engaged Caplor Horizons in 2021 to support the development of their organisation's strategy for the next five years. As part of the process, we gave learning inputs and facilitated conversations around feminist leadership.

The new strategy is a significant departure from the





SDG 5: Gender Equality

Achieve gender equality and empower all women and girls

“Extraordinary value for money to have Caplor’s support and a great pool of resources to draw upon.”



“Knowing that we were supported by Caplor gave us the confidence and morale boost we needed, taking us through some major hurdles.”



ACTIONAID IRELAND CONTINUED...

previous one (which had largely focused on internal issues). It is much bolder and focusses on systemic issues and long-term impact. This change of focus created uncertainty and difficulties in bringing the whole ActionAid Ireland team on the journey, and we learnt some useful lessons about how we could have improved our approach, for example to test assumptions among the team from the outset and encourage difficult conversations to be had along the way.

Karol Balfe, CEO, Ireland: *“Caplor Horizons were extremely flexible, responsive, full of empathy and encouragement. When they provided their guidance, it was very much grounded and based in a wealth of experience, but also backed up by research, evidence and current thinking about change processes, leadership and strategic change.”*

In addition to this work, we have helped to connect ActionAid Ireland with other NGOs in Ireland to share their knowledge and experiences. For example, with Edmund Rice Development, traditionally a very male dominated congregation.

ELLA’S

Ella’s is a London-based organisation working with women who have survived trafficking and sexual exploitation. They are passionate about providing the best care for as many survivors as they can. As part of this they offer safe house accommodation for women when they are most vulnerable, care to help them recover and move forward, and long-term community-based support to help survivors build safe, independent lives. The support they provide is essential for the safety and freedom of women.

We have worked with Ella’s since 2019 and have facilitated a strategy development process, provided leadership and team development support and helped them to set up as an independent charity. We have also been



supporting the leadership team by helping them transition to a shared leadership approach with two Co-Directors.

Emily Chalke and Minke Van Til, Co-Directors, UK: *“The inputs have led to significant strategic change, improved team development and collaboration, greater sense of belonging to Ella’s among staff and volunteers, greater passion within the team, a better understanding of the direction of growth and a more unified way of communicating.”*



SDG 5: Gender Equality

Achieve gender equality and empower all women and girls

“Ownership concept is needed for system change and that is what the Caplor strategy encourages.”



UNITED PURPOSE

United Purpose is an INGO with a community led approach to delivering the SDGs and eradicating poverty and inequality. Their vision is *“a world where justice, dignity, and respect prevail for all”*. They work in 14 countries.

We have been working with their teams in Malawi since 2016 and The Gambia since 2018.

Most recently, our work with United Purpose Malawi focussed on feminism and feminist leadership. Our input encouraged a rich discussion between participants which expanded their views on the topic. The team were interested to learn more about what feminist leadership involves, including continuing to reflect on how they can break gender stereotypes and the prevailing patriarchal mindset in Malawi.

Esther Mweso, Programme Manager, Malawi: *“It changed the perception that I had on feminist leadership. Initially I thought it was bias towards women, but the training conducted by Caplor Horizons opened my mind and got a better understanding of it and realised that I was already doing it. This will lead to systemic change.”*

With lockdown restrictions easing in 2021, we were able to recommence our programme to support women farmers in partnership with United Purpose The Gambia. We ran two workshops in August and November focussing on empowering female leaders and providing them the skills to be able to advocate on behalf of their communities. It also offered an opportunity to launch our unintended consequences research in The Gambia and raise its profile among key people in the country. To read this research, click [here](#). This research shows our commitment to keep gender quality at the forefront of our activities and to be as aware as possible of the impacts we are having on communities. This is very relevant to decolonising our work.

Manfred Bojang, Programme Coordinator, The Gambia: *“Community members were empowered and had the opportunity to speak out and be heard. You can see a lot of courage in them. Some people were shy in the first few events to speak up, but the passion and motivation and courage to speak up was evident by the last session. They are now able to advocate for the needs of the community and members. Caplor has also helped them to be more creative in their lobbying and marketing through role playing different scenarios.”*





“Caplor Horizons works with charitable organisations and people in the global south that otherwise could not afford or access these services.”



SDG 10: Reduced Inequality

Reduce inequality within and among countries

Globally, the world is vastly unequal, with extreme wealth coexisting with extreme poverty. The poorest 50% of the global population share just 8.5% of total income. At the same time, the richest 10% of the global population earn over 50% of total income. And to make matters worse, the Covid-19 crisis has exacerbated global income inequality.

For nations to flourish, equality and prosperity must be available to everyone – regardless of gender, race, religious beliefs or economic status.

Like with the other SDGs in this report, Caplor Horizons have taken actions to directly try to reduce inequalities, as well as supporting our partner organisations to more effectively target this SDG.

For example, we have continued to work towards becoming an anti-racist organisation. Our Co-Directors and Chair of Trustees have invested a lot of time on this over the past few years with support from two of our Advisors. We recognise this is a journey and there is still a long way to go. A core way in which we have acted on becoming an anti-racist organisation has been through developing our Culture for Justice. We are committed to being courageous to challenge injustice, compassionate for those experiencing injustice, and creative to think and act differently to find solutions to injustice. We recognise the vital importance of decolonisation, through our mindsets and actions, and strive to take positive actions for change.

We also released a Ripple Paper called [“Allyship – Journey to Justice”](#) which focusses on how you can use your influence, privilege and/or position of power to make a meaningful difference and be an ally to others in less privileged positions.

TECHNOSERVE

TechnoServe is an international NGO operating in almost 30 countries that promotes business solutions to poverty. By linking people to information, capital, and markets, they have helped millions to create lasting prosperity for their families and communities.

Since it was established TechnoServe’s work has helped transform the lives of 407,000 beneficiaries, 41% of which are women.

Caplor Horizons has worked with TechnoServe since 2015. Over the years we have provided leadership and strategy support to their regional and country programmes, for example in Kenya and Southern Africa. In 2021, we were asked to facilitate a robust strategy renewal process engaging staff in nearly 30 countries in the development of a forward-looking “compass” that will guide their organisation for the next 10 years. This was one of our largest workstreams in 2021-22 and involved up to 20 of our volunteer Advisors.



“In addition to refreshing our vision and mission, Caplor Horizons helped us bring in and define elements that were previously missing, like culture and beliefs, that motivate and engage all of us in our day-to-day work.”



SDG 10: Reduced Inequality

Reduce inequality within and among countries

TECHNOSERVE CONTINUED...

Kindra Halvorson, Chief Transformation Officer, USA: *“Our engagement has been consistently thought-provoking, productive and delightful, from our initial discussions about how we might approach a participatory process that could span 5 continents and 1,800 staff, to the introduction of subject matter experts that can deepen our thinking on key topics, to superb facilitation from you and your advisors, to the firm but diplomatic advice on articulating our emerging Compass. I'm feeling excited and confident about the Compass that will result.”*

Will Warshauer, President and CEO, USA: *“Their approach and guidance struck a great balance between moving things forward in a concrete way while also creating lots of opportunity for participation and input. I also appreciated the extensive network of experts and advisors that they were able to access and plug into the process to stimulate and expand our thinking on the importance of culture, agribusiness trends and feminist leadership, among other topics. Our staff are telling us repeatedly how much they appreciate the inclusive nature of this strategy process, and we certainly couldn't have done that without you.”*

EXPERIMENT IN INTERNATIONAL LIVING

The Experiment in International Living (EIL) began in the early 1900s in the shadows of the World Wars with a desire to avoid any future wars. Their founders believed that peace and understanding could be built through people-to-people exchanges. In a new century they continue to do this through international secondary school exchanges, cultural immersion opportunities and a series of citizen-to-citizen exchanges across all parts of the world. They were pioneers in developing intercultural learning methodologies and in the use of experiential learning to cultivate global competence.

EIL are one of Caplor Horizons oldest partners. We started working with them in 2014 soon after we were set up. Our most recent piece of work with them involved a strategy renewal process. The process made everybody reflect on the mission and its continued relevance in 2022. In addition, the team learned that as well as the nuts and bolts of strategy it was really important for NGOs like EIL to take the time to clearly set out their call to action and to tell their story in ways that resonate with those not familiar with their work.

Kevin Hickey, CEO, Ireland: *“There is something unique about Caplor Horizons that makes it stand out as much more than yet another organisation offering support to NGOs. From the very first EIL initiative in 2014 where they facilitated a strategy renewal process with our federation, I realised they challenged us to learn, think and act differently.”*



SDG 10: Reduced Inequality

Reduce inequality within and among countries

"I have become a better leader, Children Watch has improved communication and has overcome obstacles and challenges in our community work."



CHILDREN WATCH

Like so many people responding to the pandemic, T. Raj, who leads the NGO Children Watch, is helping to address some of the inequalities communities are facing. Children Watch works with tribal and dalit communities in Tamil Nadu, India, particularly the Irula tribe. These communities have been subject to bonded labour (modern-day slavery) and significant discrimination.

As well as being heavily impacted by the pandemic, Tamil Nadu has been struck by sudden cyclones, heavy seasonal downpour, and the flooding of the Palar River after more than 100 years. These harsh weather conditions have inundated people's huts, houses, lands, and crops, leading to homelessness, hunger and extreme poverty.

In response to this, Caplor Horizons launched an emergency appeal to provide relief to the survivors of the heavy and unprecedented floods in the district. This enabled Raj and his team to distribute cooked food, dry rations, and clothes as well as repairing the huts and roof tops.

We also provide strategic support to Children Watch and help with their programmes. Currently Children Watch is working towards addressing the livelihood needs of young women, mothers and adolescent girls through skills training and income generation schemes.



T. Raj, Director, India: *"During the pandemic Caplor inspired us to be fully immersed in the plight of the masses and help ameliorate their suffering. This increased levels of trust towards us in the community. Thanks to Caplor's support we were able to train hundreds of young tribal girls and got appropriate job placements for most, 28 families got land for building a house and 120 very poor tribal women were rehabilitated with economic sustenance."*

REFUGEE ACTION

In 2021 refugees reached the highest absolute number on record worldwide. In 2020, we worked with Refugee Action's 'experts by experience' group to provide governance training and support.

Jonathan Kazembe, Expert by Experience Manager, UK: *"Caplor Horizons, through the trainings and the zoom sessions, has helped me to feel confident to manage my team well. I collaborate more and more with people out of my organisation in a way that is balanced."*



SDG 13: Climate Action

Take urgent action to combat climate change and its impacts

Our work on climate action has a three-fold approach: working on ourselves through our environmental commitments; strengthening our partners whose work is focussed on combatting climate change and biodiversity loss, for example Hope for the Future, CO2Balance, Environmental Association of Universities and Colleges, Gwent Wildlife Trust, Environmental Investigations Agency, and International Presentation Association; and advocating for change in wider society through incubating The Commitment.

THE COMMITMENT

Established within Caplor Horizons in 2019, The Commitment seeks to speed up government action on the climate and biodiversity. We aim to have significant impact on politicians and the policy that they create. We do this by showing politicians that their voters care about environmental issues to such an extent that they will vote on it.

Over the last year, we have made considerable progress in all areas of activity and have shown that The Commitment has significant potential to contribute to the acceleration of government action.

The Commitment's impact can be seen through various lenses in which we work; **Politicians, People and Partnerships**, which all contribute to the wellbeing of the planet.

"This is an inspirational platform. It gives me a sense that I am able to contribute to this existential crisis."



"I'm so happy to find an opportunity to be able to take what I believe to be true action. The concept of The Commitment is exactly the process I believe needs to happen to have impactful change."

People

The Commitment empowers citizens to participate in the democratic process and inspires them to take further social and political action in their communities.

We have successfully shown that we can gather large numbers of Commitments nationally, locally and from a broad cross-section of society and that they will have a significant impact on politicians. This year alone we gathered 5,240 Commitments, meaning we now have over 7,000 in total. This is 7,000 votes for politicians who will prioritise climate change and the natural world. These include Commitments from those that are not usually associated with environmental action, amplifying voices that are not typically heard. This has a powerful influence on politicians and demonstrates the breadth of support for urgent government action.

In addition, our feedback has shown that after making The Commitment, people not only feel more positive, but they are also inspired to do more for their local community and the planet. We have also had 4 Committers who sought to volunteer with us in varying capacities after making the Commitment themselves.



SDG 13: Climate Action

Take urgent action to combat climate change and its impacts

"I think you've stumbled on something unique."

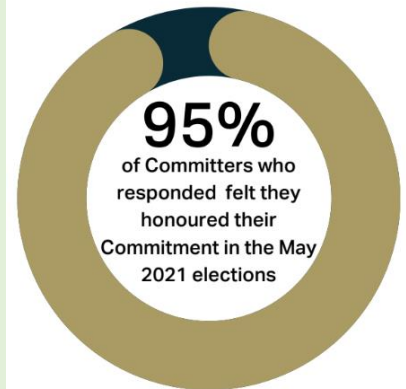


"It's an interesting project and a different way to get climate change up the agenda".

How people felt after making their Commitment:



Results of post election survey



Politicians

The Commitment shows politicians the strength of support for climate action amongst their voters. Our aim is for politicians to take more action for the environment both locally and centrally, motivated both by the number and the diversity of Committers in their areas.

As an evidence-based organisation taking a new approach, we have valuable learnings to share with others. In 2021, we undertook a joint research project with our partners Hope for the Future in order to test and improve modes of engagement with politicians.

Politicians responded positively to The Commitment's approach, describing it as "unique" and "refreshing". This is because it requires significant effort from citizens which demonstrates strong conviction, and it gives a voice directly to individuals often with considerable emotive and narrative power. They also felt it was powerful in numerical terms: a Commitment from one voter reflects a significant number of other voters who share the same thinking.

Jackie Bailie, Member of the Scottish Parliament, West Dunbartonshire, UK: *"[The Commitment's] unique space is about enabling the relationship between constituents and politicians, particularly because you bring voices that don't usually get heard to the table"*

Councillor, UK: *"Until I understand what their feelings are I can't change things."*

Mayoral candidate, UK: *"You've got impressive numbers compared with other environmental organisations in the area and considering that The Commitment is a young organisation."*

Councillor, UK: *"If it's a good story, one is enough. It's the power of the story."*

Ex-Member of Parliament, UK: *"Reaching out to politicians via constituents is exactly right... make it as individual as possible."*



SDG 13: Climate Action

Take urgent action to combat climate change and its impacts

"I've been feeling overwhelmed and anxious about environmental issues for a long time, whilst feeling voiceless and powerless. Hopefully, by grouping together, we can form a louder voice capable of being heard by those in power."



Partnerships

We know that our objective will only be met by working with others and we have put collaboration at the heart of our approach.

We are working to coordinate our choice of target politicians with other organisations and are in discussions with Green Alliance, Green New Deal UK, Hope for the Future and Nature Friendly Farming Network.

We have established partnerships or begun discussions with a large number of organisations, for example Lush, Olio, UKHACC, the Climate Coalition, the NHS, the Wildlife Trusts, EAUC (The Environmental Association of Universities and Colleges) and Be the Earth.

We have developed a ['Take Action' page](#) on our website which provides resources as to how our Committers can do more with other organisations once they have made The Commitment.

We aim to build a strong and active volunteer base and have developed a strategy to enable us to do so.

Sarah Robinson, Director, Hope for the Future, UK: *"The Commitment offers a unique contribution to the climate movement, with a simple but effective tool that provides politicians with a constituency mandate for climate action with the power of personalisation that is lacking from petitions and surveys."*

Tessa Clarke, Olio Founder, UK: *"I have two young children, and having gone deep into the climate science I'm deeply concerned that societal collapse is on the horizon as a result of the destruction of the planet. I want our politicians to do the right thing and be on the right side of history, and that's why I'm making The Commitment."*

Richard Smith, Chair of UKHACC, UK: *"I have four grandchildren, and I fret greatly about what kind of future they will experience. For all these reasons how politicians respond to the planetary crisis will decide whom I vote for--in all elections at every level."*

"Our home matters."

Ghislaine



Sunita

"I want to bring about change."

Sharon



SDG 13: Climate Action

Take urgent action to combat climate change and its impacts

“The sustainable development goals are inherent in our mission and Caplor Horizons has supported us to deliver on these more effectively.”



“With the help of Caplor Horizons, the work which started over 5 years ago remains as useful today as it was then”



HOPE FOR THE FUTURE

Hope for the Future (HFTF) is a climate charity which works to equip communities, groups and individuals across the UK with the skills required to communicate the urgency of climate change with their local politicians. Their vision is to see communities and their elected representatives across the UK come together to take decisive action on climate change.

HFTF and Caplor Horizons first met each other in late 2019, via a wider collaboration with The Commitment, and against the backdrop of significant growth and change for HFTF. As a result, Caplor Horizons embarked on a journey to support the development of individuals, teams and the organisation.

Sarah Jordan, Director, UK: *“Most recently, our support from Caplor has been for our strategy refresh. This will absolutely have an impact on societal and systemic change as our new strategy will lead us to having a greater positive impact on how the UK tackles climate change over the next decade.”*

Helena Ritter, South of England and Wales Regional Coordinator, UK: *“The tools used have really helped our organisation, for example helping to understand each other better and how we work across teams. I appreciated the way everyone has been involved in developing the strategy and was able to steer its direction.”*

EAUC

EAUC (The Environmental Association of Universities and Colleges) is a strong alliance of Universities and Colleges, post 16 Education Sector bodies and commercial organisations. They work together, both in the UK and internationally, to drive sustainability in education institutions. Caplor Horizons began working with the EAUC in 2016. Our input has included developing a new organisational strategy, aiding a rebranding process, and facilitating leadership and team development activities and ongoing support in different ways.

Although Caplor Horizons has not directly worked with the EAUC for a number of years, the strategy is still remaining relevant to the organisation in helping them to achieve their vision, and the staff have the opportunity to attend Caplor Horizons events to continue their learning.

Iain Patton, Former CEO, UK: *“The EAUC strategy continues to stand the test of time. It is testament to the work of Caplor Horizons that it remains relevant and resilient as we emerge in 2022 from the Covid-19 pandemic. The strategy retains the direction and agility EAUC needs to remain both strategic and opportunistic.”*

Fiona Goodwin, Deputy CEO, UK: *“Caplor’s work was very good in terms of keeping us on target and helping to engage members in the process.”*



SDG 13: Climate Action

Take urgent action to combat climate change and its impacts

“We greatly valued the support we received from Caplor Horizons to help steer us through this time of change.”



MONEY FOR MADAGASCAR

In the same way that we caught up with United World Colleges, a past client, Money for Madagascar is also an old partner that we worked with between 2014 and 2016.

Madagascar, whilst famous for its astonishing flora and fauna, is a country in crisis. An estimated 70% of the country is living in poverty, and population growth is putting enormous pressure on precious rainforest, more than half of which has disappeared.

In response to this social and environmental crisis Money for Madagascar (MfM) was founded in 1986 to enable the Malagasy people to take charge of their own destiny. Through community-led initiatives, MfM aim to protect some of the world’s most precious biodiversity whilst providing opportunities for people to make a decent living.

Our work involved supporting the CEO, Chair, Trustees and staff team to move forward together during a time of significant change and transition for the organisation. This involved strategy development, team building, mentoring support and governance input.

We spoke to Irenee to find out the long-term impact we had on her and her organisation:

Irenee Rajaona-Horne, Director, UK: “I like the way Caplor Horizons provide bespoke help, and that it wasn't off the shelf training. We were in need of niche/specific skills and Caplor was able to give that niche support. They also provided moral support and encouragement. The Caplor team believed in us as people and this was encouraging – it felt genuine and caring. This helped me grow in confidence as well as growing my skills as a director and manager and having a greater sense of clarity of our vision.”

ENVIRONMENTAL INVESTIGATION AGENCY

In January 2022, we started working with EIA UK on their organisational effectiveness.

EIA are an international NGO, established in 1984, that pioneered undercover investigations to combat environmental crime and abuse. They use evidence and analysis to bring about lasting policy to protect our planet.

It is too early to tell what our impact is, but this will be our largest workstream in 2022.





SDG 13: Climate Action

Take urgent action to combat climate change and its impacts

CAPLOR HORIZONS

At Caplor Horizons we take sustainability very seriously and have a sustainability policy that is of paramount importance to us. We do not have a separate “sustainability strategy”. Our organisational strategy is a sustainability strategy. This ensures that all our efforts contribute towards a sustainable future. We do however have a sustainability action plan which set out the specific actions we will take each year to live out our sustainability policy.

We recognise that issues relating to a sustainable future are complex and interconnected. We use the 4Ps of sustainability to measure ourselves. These are *purpose, planet, people* and *prosperity*. These 4Ps inevitably may involve trade-offs. Tackling one concern may have foreseen and unforeseen consequences, which may positively and negatively impact on many other issues.

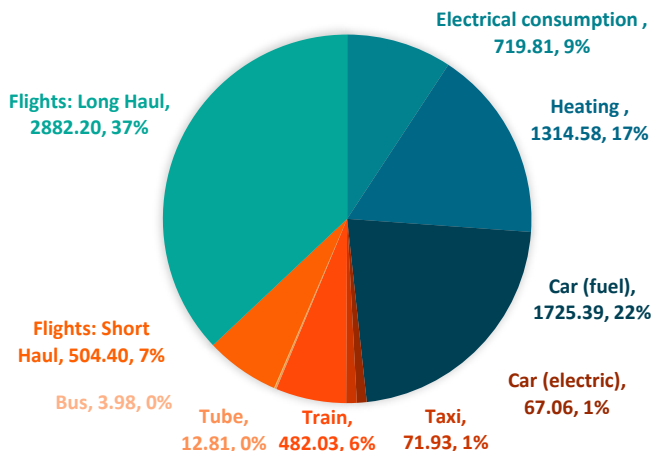
As an organisation, we take proactive steps to avoid, reduce and offset our residual carbon emissions, minimise travel where possible – especially air travel, minimise waste, proactively promote more environmentally positive approaches, comply with all relevant environmental legislation, and report on our environmental impact as part of our annual impact reporting.

CARBON EMISSIONS

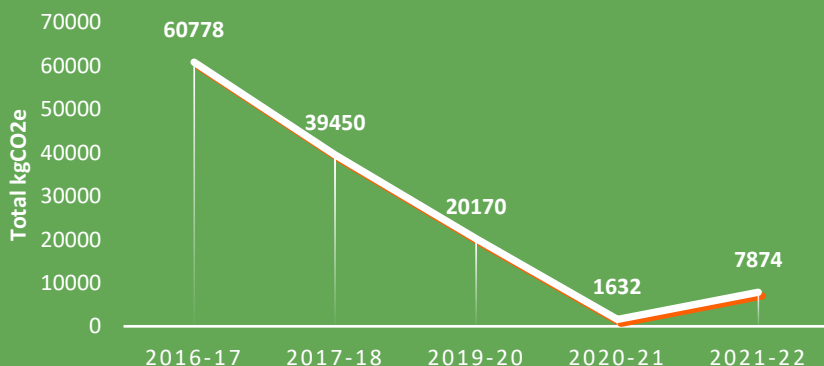
Caplor Horizons continue to calculate their carbon emissions each year. This years’ carbon emissions amounted to 7,874.37 kgCO₂e. The calculations include estimated emissions for travel and remote working.

We have a longstanding partnership with CO₂balance to achieve ‘CarbonZero’ status. CO₂balance have programmes that have a high developmental impact such as borehole projects in Uganda and fuel saving stove initiatives in Kenya and Malawi.

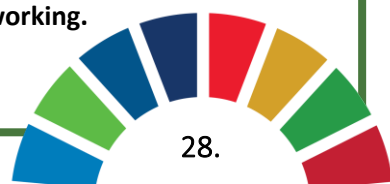
CO₂ FOOTPRINT 2021-22 (MEASURED IN KGCO₂E)



CAPLOR HORIZONS: CO₂ EMISSIONS OVER TIME



The overall trend over time has generally been an ongoing reduction. Covid-19 lockdowns restricted travel considerably during 2020-21 so the figure for that year was exceptionally low. In 2020 we revised our calculation to include home working.





SDG 17: Partnerships to achieve the Goals

Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

“Caplor encourages me to connect with a wider global audience. Encouraging people to open up their thinking and embrace that of others.”



“You give us insight and courage. You care about us. Your approach is generous and genuine and our response is all the stronger for it.”



To deliver a sustainable future we need to be compassionate, courageous and creative, and above all, collaborative! The SDGs can only be met if we work together.

Businesses, charities, government, and funders are all doing their part to meet the SDGs. However, without coming together we run the risk of duplicating our efforts and missing crucial opportunities for shared learning and partnership.

Increasing collaboration is one of our strategic goals. We are advancing this in many ways. For example, within our community we are deepening our online engagement by creating opportunities for cross-partner networking and learning. We are also running a piece of action learning with a group of our partners to research and test collaboration tools and essential skills for collaboration.

Within other organisations we are creating collaborative spaces both internally and externally and encouraging and supporting cross-cultural and cross-sector working. Some of the partners we’ve been working with that are particularly reliant on global partnerships for sustainable development include umbrella bodies e.g. Dóchas; religious congregations e.g. Presentation Sisters, De La Salle Christian Brothers, Edmund Rice Christian Brothers; member based organisations e.g. Mísean Cara, Irish Development Education Association, EAUC, Association for Environment Conscious Building; and networks e.g. Ubuntu.Lab.

UBUNTU.LAB

Ubuntu.Lab is a network that believes in the inherent power of Africans to bring about social, economic, and political transformation on the continent. Their aim is to prepare, equip and train a new generation of African change-makers.

In late-2021, Caplor Horizons facilitated a strategy renewal process with Ubuntu.Lab. The team, based in 28 African countries, collaborated to produce an aspirational strategy on a page using metaphors and symbols to celebrate the innovation, creativity, history and strength of the African continent. This strategy will help the network guide their work to empower the next generation of African leaders to lead change on a local, national and international scale.

Sharon Schalkwyk, Executive Director, South Africa: *“Caplor is perceived very positively. They are efficient, effective and produce something of significance too! Caplor holds the event space very well in a streamlined way. Caplor doesn’t step in with the answers and recognises Africa has to find its own way. So Caplor listens respectfully. Our conversations are easy, warm and genuine and we know you want us to succeed.”*





SDG 17: Partnerships to achieve the Goals

Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

“...an exciting period where we could talk authentically and honestly. People's voices got heard and respected.”



INTERNATIONAL PRESENTATION ASSOCIATION

The International Presentation Association (IPA) is a global network of Presentation Sisters and associated religious congregations who work for individual and systemic change for people and Earth. They have a presence in over 20 countries as well as an NGO representative at the UN in New York. Key to IPA are their Justice Contacts, located throughout the globe in diverse cultures and contexts, supporting IPA to bridge the grassroots activities with the global agenda at the UN and vice versa.

Caplor Horizons has been working with IPA since 2019 to support their commitment to embrace the Sustainable Development Goals in a human rights framework, addressing the rights of women and children, care of Earth and tribal and indigenous peoples. Our involvement has included strategy renewal, stakeholder consultations, webinars, online learning, and team and leadership development sessions. A key part of this was helping IPA come up with their UN Advocacy Focus – “the elimination of violence against women and children”.

Gemma Thompson, Justice Contact, Australia: *“It is very refreshing and invigorating for senior sisters to have a non-threatening environment and professional learning experience in collaboratively developing strategy, particularly as a volunteer. Their input broke the silos that each Justice Contact worked in. I could now tell you what's happening in most of the Justice Desks across the globe because the higher level of networking and bonding. In addition, Caplor has helped us be more focused on and conscious of the SDGs and the need to work through them.”*

When asked about the most significant changes seen as a result of working with Caplor Horizons, Ann Marie Quinn, the Executive Director, said:

“Engagement of IPA

Core team and Justice Contacts on ensuring that IPA's three priority areas are intersecting with IPA's UN Advocacy Focus, which aims to have both societal and systemic change.”





SDG 17: Partnerships to achieve the Goals

Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

“Without doubt the greatest value this long-term collaboration has achieved is the symbiosis that we, as an organisation, have with the Caplor Team and its aims. Rarely, in my experience in working with external facilitators and guides, can we assume that our underlying ethos, values and motivation are fully appreciated.”



EDMUND RICE CHRISTIAN BROTHERS

Our work with Edmund Rice began in 2015 and has been ongoing ever since. As part of our partnership, we have worked with Edmund Rice Christian Brothers from across the globe, as well as Edmund Rice International, an advocacy NGO with a presence at the UN in Geneva.

Most of our work is with Edmund Rice Development (ERD), a development agency in Ireland who works with Edmund Rice projects across 15 countries in the areas of human rights, education, health and livelihoods (in response to local need).

A large part of this work centres around deepening collaboration within and beyond the network to enable ERD to achieve lasting change in the lives of those made poor.

Other more recent interventions include governance training in their Africa Province, Latin America Province, India Province and Philippines Province; a strategy renewal process with the Africa Province; as well as a global strategy renewal process for ERD as a whole.

Clement Sindazi, Deputy Africa Province Leader, Zambia: *“I like their inclusive and participatory approach. Being exposed to likeminded organisations (collaboration potential) and learning from others’ systems, operations and approaches has been very positive. Our teamworking, consensus building, and decision-making are much better as a result of working with Caplor Horizons.”*

Fiona Dowling, CEO, and Dean McGlaughlin, Executive Director Resources and Planning: *“During the last seven years our conversations, and planning, with Caplor Horizons, both formally and informally, have been amplified in value by the input of so many experts in so many fields but all integrated into the overarching Caplor Horizon approach. It is like having the very best minds on any topic available to discuss, dream, plan and execute.”*



“Do the best you can until you know better; then, when you know better, do better.”

CONCLUSION

This report has shown the ways in which Caplor Horizons is advancing the United Nations Sustainable Development Goals relating to health and wellbeing, gender equality, quality education, reducing inequalities, climate action and strengthening partnerships.

We will continue to build on this impact to make a transformational difference in people’s lives and towards systemic change. We are excited where our next generation change makers programme will take us in this respect.

When we reflect on our journey over the past 8 years, we are so proud of our dedicated community of Advisors, Staff, Board, funders, and our partners.

The way we have faced issues together, and taken on new opportunities, has been a testament to our resilience and spirit. We are committed to bringing about greater change and doing better wherever we can.

We therefore finish with the inspirational lines of Maya Angelou. She said: *“Do the best you can until you know better; then, when you know better, do better.”*