

ALL WORK
Together



Caplor Horizons Impact Report 2019-20

A message from the Co-Directors

This year we have been as busy as ever and Caplor Horizons has gone from strength to strength. Significant developments include: co-founding and helping to practically establish **The Commitment**, our climate and biodiversity initiative; rolling out our **flagship programme** internationally with a focus on individual, team and organisational development; co-creating a **Caplor Horizons book** with over 15 of our Advisors; and **expanding our core team** from 4 to 9 people including Charlotte (Hobson), Anny (Ash) and Hadi (Ahmadzadeh) who are all working specifically on The Commitment, and Nicola (Baker) who is working with us more generally on fundraising.

One of the highlights of this year was interviewing social philosopher and management guru, Charles Handy. Charles has a global reputation for being one of the leading thinkers of our time and has been proactively supporting Caplor Horizons since it was established.

Sat across from Charles in his house, with his fire burning next to us, Charles said, "From what I have seen myself about Caplor Horizons' work on the ground, it's basically about lighting a spark in an organisation. Like this fire. You know, you press a button and it suddenly fires up and I think that's what your Caplor teams do. They suddenly get people excited so that they can be more exciting as an organisation and deliver more exciting things. And that's very exciting to be part of."



This simple metaphor shows the significant role we play in achieving our purpose, *to inspire and enable leaders to deliver a sustainable future*. We do not believe we have all the solutions, but we do believe that we create safe, inclusive environments for individuals, teams and organisations to come up with their own solutions.

Charles puts this nicely: *"I don't see you changing the world. I think, rather like me, you have to work through other organisations and get them to change the world. And I think on their own they will know what they need to do. It seemed to be quite clear in India that they knew what they needed to do. But they didn't quite know how to do it. Well they did really, but they didn't know they knew. They had the expertise in that room, and what was needed was for you to give them the confidence, the spark, to know that they could do it and to be curious and experimental."*

April 2020 marks the sixth birthday of Caplor Horizons. Like A.A. Milne's poem, we hope to be six for ever and ever. Reflecting on this, Charles has encouraged us to think of ourselves as a "perpetual explorers", eternally curious and innovative in our approaches. We must "dream the impossible and make it practical" and in doing so we should not be afraid to make mistakes. We believe that encouraging reflection and learning and creating a blame-free culture within organisations is critical to becoming a 'learning organisation' and remaining relevant in an everchanging world.

Thus, this impact report aims to learn from our work and the impact we are having at an individual, organisational, and society level, in order to continue to evolve, explore and provide the "spark" to set organisations alight.

Lorna Pearcey and Ian Williams

About Caplor Horizons

Caplor Horizons works locally, nationally and internationally to help other organisations think differently about themselves and the new horizons that they face.

We want to encourage and assist a new generation of organisations that are committed to making a positive and lasting impact. We believe that if we are to achieve real, sustainable change, we need to inspire and enable people to learn differently, think differently and act differently.

Caplor Horizons supports other charities and responsible businesses in strengthening their leadership, renewing their strategy and improving their influence.

Utilising the talents of staff members and Advisors, we create distinctive learning environments that are designed to respond to the needs of our partners and clients. 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.

Our Advisors are outstanding people that bring specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that Caplor Horizons can provide high quality and distinctive services at an accessible cost.

"Caplor is a farm in Herefordshire in the UK. It now lends its name to Caplor Horizons, a charity that works with other charities."

Caplor Horizons exists to help other organisations strengthen their leadership, renew their strategy and improve their influence."

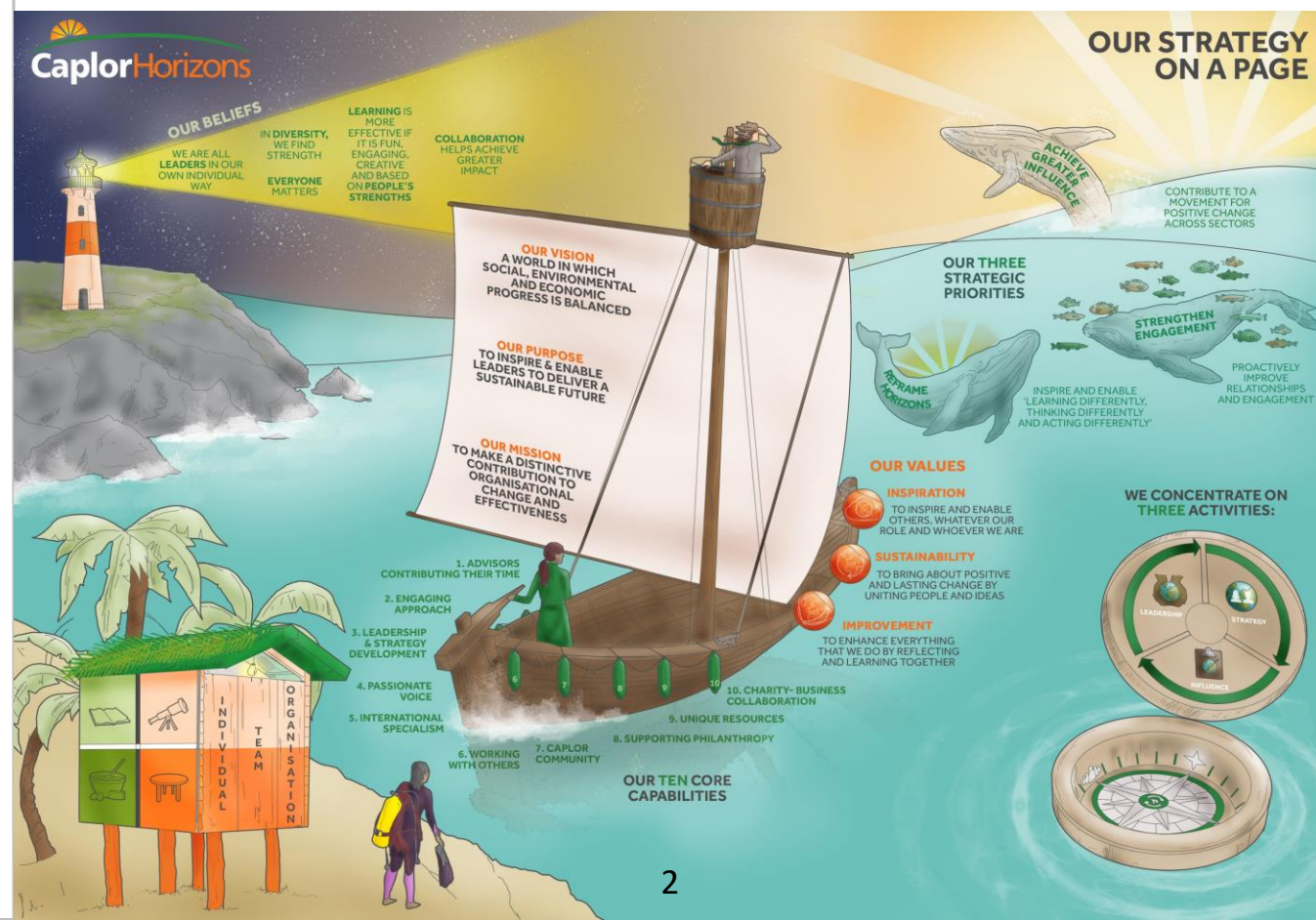
— Rosie Bishop, Director of Development

"Our staff and Advisors are highly experienced and skilled people."

— Prof. Sharon Turnbull, Advisor

"A sustainable future is at the heart of everything we do."

— Usha Ladwa-Thomas, Advisor



Measuring our impact

Measuring, capturing and reporting our impact is about understanding the changes that have come about because of our work and the difference that is being made. Impact is about the value created as a consequence of our activities and actions.

We are measuring our impact because we want to know what progress we are making and whether we need to adjust our strategy and approach as a result.

The Ripple Effect Model

One model that we use to measure our impact is the 'ripples on a pond' model. 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. This can be seen our emergent 'Theory of Change' diagram below:



Ripples of effect are created 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).

The ripples of effect nearest the epicenter – 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.

In order to measure our 'ripples' of impact we carried out in-depth interviews with 14 organisations, collected testimonial throughout the year, and carried out a survey through our weekly updates. The results of this can be found in this report.



Our Year in Numbers



We worked with **36** organisations in **8** different countries



We directly worked with over **750** leaders



We mentored over **20** CEO and senior leaders



We developed or renewed **13** strategies



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



We continue to be a carbon **0** organisation



We made over **50** resources available to download on our website



We created **9** films about our impact in **3** different countries



We conducted a survey with over **3,400** UK citizens to gauge the public appetite for government-led action on climate change.



We continue to have **50** active Advisors who generously volunteered **1,128** days which is the equivalent of **£564,000**



Our grant and donation income was over **£100k** and our **60** members contributed over **£13,000**



Our Impact

Caplor Horizons has worked with 36 organisations this year. Extensive and in-depth interviews with our partners found that the most positive feedback of our engagement has been on our training and mentoring. A number of clients have told us that our training is responsive, perfectly tailored to each organisation's needs, and delivered in a highly professional way.

“our engagement was the highlight of the year”

A significant number of organisations have told us that they highly appreciate our long-term support and engagement, both through training and mentoring, and that this engagement had many long term and deep impacts.

“we should have engaged with Caplor Horizons sooner”

The impact that we make also aligns with our strategic goals. These are: (1) Achieve greater Influence; (2) Strengthen Engagement; and (3) Reframe Horizons.

This year we have achieved greater influence through The Commitment, which is dedicated to advocacy about climate change and biodiversity loss (see pages 19-20). We have strengthened our engagement with our partners and clients, entering into more long-term, strategic partnerships with many of them (see pages 15-16 and 23-24). And finally we have reframed horizons through our films, our online tools and our Caplor House Flagship Programme, among many other things (see page 21-22).

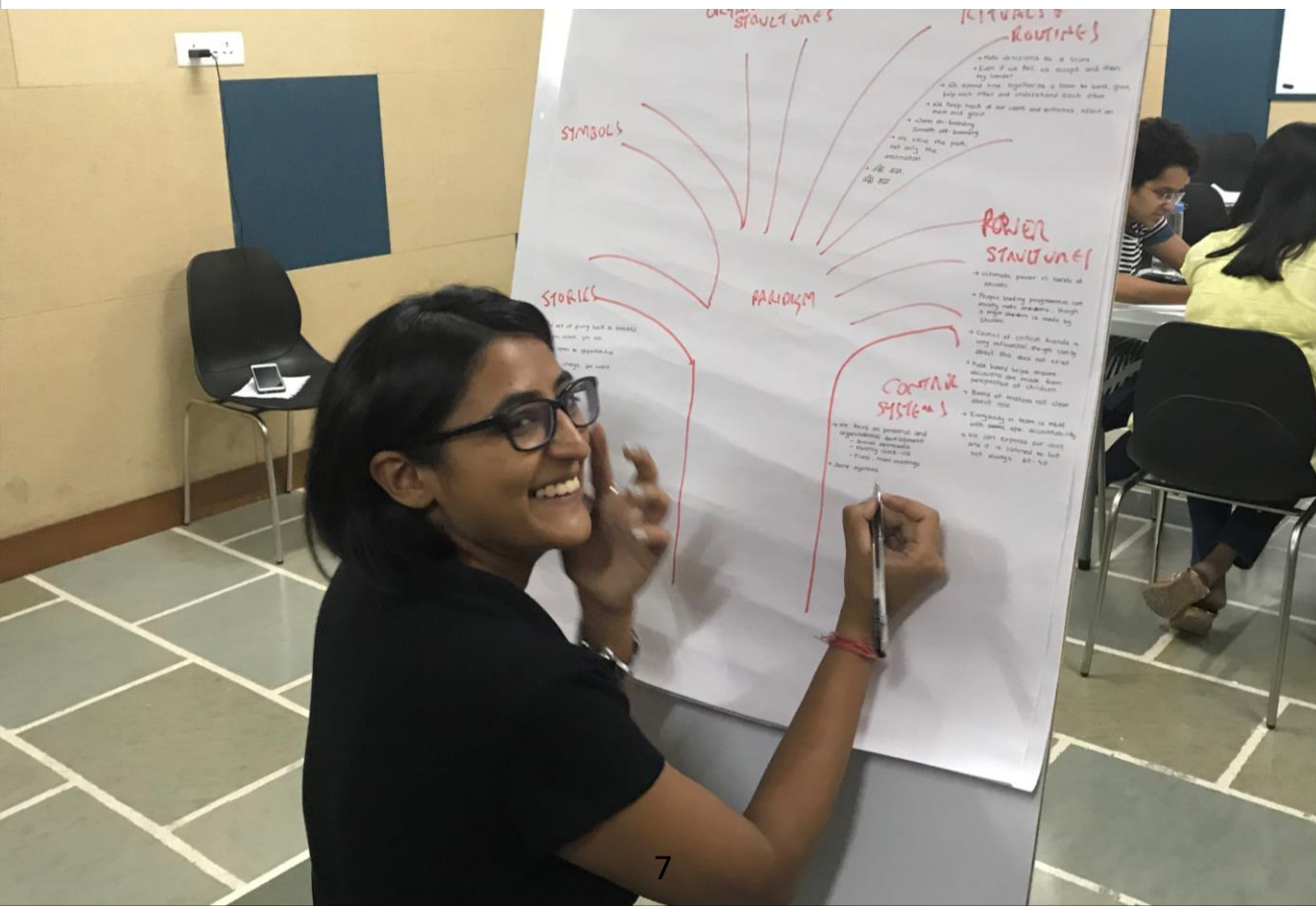
Our Impact

At an individual level...

At our heart we are about ensuring positive change on an individual level. Our work has an impact on leadership skills, and we support leaders and teams to become more effective and resilient.

We have worked with over 750 individuals in 2019-20. We have spoken to all our partners and clients to gauge the impact of our work on them as individuals and have conducted in depth interviews with 14 organisations we have the deepest engagement. We have received strong feedback from senior managers or CEO's of seven organisations stating how our work has supported and improved their leadership skills. Specific changes have included increased confidence, a more flexible and collaborative approach to management, greater self-awareness, greater understanding of learning, and being able to achieve more through the support of an experienced mentor. We are immensely proud that our training and support has led to these tangible and powerful changes.

“I felt a huge personal benefit, in particular with how I navigate challenges or difficult decisions within the team.”



“At an individual level, the mentoring and coaching support has been useful. My self-awareness and confidence have increased significantly, and I use my voice more in a leadership and strategic manner which has been appreciated by the team.

I have also valued the frank and kind conversations Ian and Lorna have had with me, pushing me to be better for my team. They've helped me identify key areas I need to work on as a leader, and this has allowed me to learn faster than I would have otherwise. I look forward to a long collaboration between Caplor and Dharohar ”

– Shivani Singhal, Head, Dharohar, India

“My colleague, James Allen, and myself have both benefited from regular and highly effective mentoring from Spencer Thompson and Iain Patton. This has been greatly appreciated. James summed this up as follows: ‘I have been meeting Spencer on and off for a few years now. He has helped me navigate challenges both personally and professionally. Spencer has a wealth of knowledge from all sectors and levels in business. He offers invaluable advice. A great service and team at Caplor Horizons!’”

– Andrew Simmonds, CEO, AECB, UK



Rarely have I participated in a workshop like this where every delegate owned the outcome with passion and energy... Participants greatly valued the positive, open and honest atmosphere that was built through the Caplor approach. All reported that the experience was one where they felt included, valued and were listened to respectfully.

– Dean McGlaughlin, Executive Director of Resources and Planning, Edmund Rice Development, Italy

“It has been a huge relief to have support in working through the process of becoming an independent charity. It has reduced the burden on me. They have also given the organisation energy to get through it... we are so grateful for their support”

– Emily Chalke, Founder and Co-Director, Ella's, UK



“The Gambia training was very exciting: educative, full of information and indeed a completely different form of adult training, including through songs and drama. This is fantastic and facilitates easy learning and quick understanding of the gaps that warrants the training. I very much appreciate your methods of training and service delivery. I have learnt a lot from the training. I was instantly moved - making me to do whatever I can to move the process forward.”

– Baai Jaabang, Director, TARUD, The Gambia

Members of CEDAR in Tamil Nadu, India, developing their teamworking capacity with an 'egg drop' challenge.



Our Impact

At an organisational level...

Beyond working with individuals we strive to have an impact on organisational effectiveness. We do this by supporting organisations to deliver effective vision and strategy, so that their organisations can have a greater impact in the future on sustainable change.

We have worked with 36 organisations in 2019-20. Through an online survey and in depth interviews we have received feedback from 20 organisations on our impact, and most of this feedback has been on the impact we have had on organisational effectiveness. Through our support this year 13 organisations have been able to develop or renew their strategy. For almost every organisation we work with this has been a positive experience, with many feeding back that the process improved communication within the team, enhanced the learning culture within the organisation, led to greater ownership of the process (and strategy) of the whole team (over 1000 people in one organisation!), and led to a reduction in conflict and tension between team members.

“it was a dictatorship run by one person but now it is like geese flying”



“They [the sessions] 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.”

– Minke van Til, Co-Director, Ella’s, UK

“The Caplor House sessions with Dan helped us to understand ourselves and one another at a deeper level, identify our strengths and communication styles and how to work on areas where personality types may conflict. I would have to say this activity was one of the most important moments in the development of the Quench team.”

– James Kirby, Executive Director, Quench, UK



“We were stuck. We had spent two years trying to develop our strategy. We had had several attempts and failed. We needed help. The Caplor team quickly understood the importance of what we do and digested the documentation. Together with them we produced a strategy in a matter of weeks. Their ‘Strategy on a Page’ process is outstanding. Caplor worked with the Board and the staff. Everyone enjoyed the engagement. They said this engagement was the highlight of the year!”

– Eamon Stack, Former CEO, Enclude, Ireland

“At an organisational level the sessions have assisted with developing team structures and people’s views are more valued and understood across the board. With certain individuals within various teams it has reduced tension and frustrations between people. My colleagues said that this morning was the best training session they have had since being at Galebreaker (12years!)”

– Melanie Preedy, Market Support Manager, Galebreaker, UK



“Ian Williams and Rosie Bishop from Caplor Horizons facilitated a remarkable two-day session with us at a most critical time in this change process. Their understanding, skill and creativity really helped us to examine the process from a fresh perspective and to identify ways in which we could both process the change and maximise forward momentum. One of our staff, who has been with the organisation over 6 years, described this meeting as “the richest, most honest and best staff meeting I have attended during all my time with Miseen Cara”.

– Seamus O’Leary, Former Interim CEO, Miseen Cara, Ireland

Our partner organisations



Out of poverty



Inspiring and enabling children to change their world



Methodist relief and development



misean cara
Mission Support from Ireland



AnCosán
The Path to Learning, Leadership & Enterprise



India
HIV/AIDS
Alliance



Case Study

Strategic Partnership with Paper Boat, UK, and CEDAR, India

Paper Boat, formerly Joe Homan Charity, is a charity based in the UK that works in Tamil Nadu, India, to unlock the infinite potential of every child by establishing playful, creative and inclusive learning spaces at the heart of communities.

We have been working with Paper Boat for two years and recently entered a strategic partnership with them and their partners in India.

Over the last two years Paper Boat has faced some intense and difficult challenges which could have led to the closure of the charity. Instead it has gone through a period of profound renewal. The partnership between Paper Boat and Caplor Horizons is one significant ingredient to this wider change.

Our contribution has involved supporting Kemal, the Director; providing coaching and mentoring; facilitating a strategy renewal combined with leadership and team development sessions with the Board and staff; conducting a participative rebranding process with the help of Simon Oldroyd; stimulating them to 'think, learn and act differently' with injections of neuroscience based perspectives from Clive Hyland; facilitating Board Away Days and providing insights related to governance. See the next page for some testimonials from the Paper Boat team.

Another element of our partnership is to help build the capacity of Paper Boat's main partner in India. CEDAR (the Centre for Education, Development, Action & Research) is a small NGO based in Tamil Nadu. As seen in the short film created by Caplor Horizons (above), CEDAR address many of the challenges faced by marginalised youths in Tamil Nadu. Alongside more traditional development activities, they teach the use of the latest media technology, as well as the importance of self-expression through art and music, to help children discover their potential and make the transition into a more fulfilled, self-reliant adulthood.



Click on the image to watch a short 2-minute film created by Gareth Jones, our Communications Advisor

We have now worked in a substantial way with CEDAR on three occasions. We have delivered the first two modules of what we call the 'Caplor House flagship programme' focussing on 'individual' and 'team' leadership development. The verbal feedback from participants has been extremely positive with emphasis placed on the experiential nature of the process, the common language provided, strong energy and interest through-out from the facilitators and participants and the fun, collaborative approaches used by them.

The other visit focussed on further activities to strengthen leadership and teamworking and organisational effectiveness. Within this, Ian and Lorna spent a good deal of time facilitating a strategy renewal process so that CEDAR generated a clearer future direction for itself and the plans to go with this. We always strive to keep things as simple through robust as possible, including succinctly summarising strategies on one page.

Dr Joseph Chinnaraj, the Managing Trustee of CEDAR said, "Caplor Horizons in its characteristic style infuses positive energy that helps both individuals and organizations stir up the latent potential within them, and channels them in ways that challenge their vision, mission and strategies preparing them for an ever more creative, relevant and practicable journey ahead."



"The partnership between Paper Boat and Caplor Horizons has been profoundly important. It has covered some significant milestones. We would have struggled to get through the transition without our collaboration."

– Kemal Shaheen, Director, Paper Boat

"Caplor Horizons has been critical to our survival... All their input is so positive and useful, there is lots of energy and laughter... It is helpful for us to feel like part of a community. I am sometimes blown away by the generosity of their community"

– Deborah Wetherall, Trustee, Paper Boat



"Caplor Horizons is like a catalyst; they help us make sense of our ideas. They are like the drop that crystallizes everything. They are good at nudging us forwards and gently pulling us through. Their facilitation challenges us to do more. They also help us to expand by being part of a growing community. We share the same values. We have moved away from heroic leaders to a more collaborative approach."

– Arun Chinnaraj, Trustee, Paper Boat

"The input from Simon has been absolutely invaluable. Caplor provides practical support. It is also nice to be part of a team that is larger than two. I love the community days."

– Jo Bowen, Staff member, Paper Boat



Our Impact

At a wider society level...

Determining the precise societal impact of Caplor Horizons' work is inevitably challenging. Caplor Horizons sees its client and partner organisations as the key vehicle for wider societal change. Our partners are involved with a breadth of issues including nutrition and food security, gender equality, human trafficking and exploitation, climate change, poverty and inequality, justice and human rights, conservation, and dementia. As Charles Handy says, we give our partners the spark so that ultimately, they can make the world a better place.

We also believe that Caplor Horizons is having long-term, direct and indirect impacts at a wider society level through the sharing of learning and ideas. We do this through our weekly newsletters, our Thought Leadership Papers, our Community Days and our webinars which all reach people at national and international levels.

Furthermore, Caplor Horizons is increasingly expanding its influence, for example through The Commitment. The Commitment was co-founded by Caplor Horizons and William Eccles in 2019, and it aims to speed up government action in the UK for a healthy planet.

“As time goes on the 'priceless' quality of your support becomes more obvious to me”



Weekly Updates: We send out weekly newsletter to over 2,000 people with relevant learning relating to organisational effectiveness and more!

“I appreciate all the articles and updates from Caplor Horizons! I find them very insightful and educative.”

– Bisani Mphongolo, ExAgris, Malawi

“This is so interesting. I had never thought about gratitude that way. There is a new dimension now. Thank you so much. I will spread it around. Worth spreading around.”

– Eleanor Catherine Hanyiga, Mbale CAP, Uganda

“This is amazing. You are a great team of professionals. You have been very generous in imparting knowledge to our Marketing federations and UP and its partners at large. Bravo. This is very useful update indeed”

– Alpha Pullo Khan, Freedom From Hunger Campaign, The Gambia

“Thank you, Caplor Horizons, for all you do. I like this information. Very relevant to me”

– Jackline Kiwelu, Kampala International University, Uganda

“All our coordinators and many more in their offices and projects gain huge benefits from the insights, learnings and thoughts offered in the Caplor Updates. Having this regularly arrive in our inbox means that the learning and training is continuously and powerfully reinforced and extended.”

– Dean McGlaughlin, Edmund Rice Development, Italy

Thought Leadership Papers: We have over 35 Thought Leadership Papers freely available on our [website!](#)

“Wow! What a fantastic 'Thought Leadership' paper. Well done Rosie and well done everyone involved.”

– Simon Oldroyd, Caplor Horizons Founding Advisor, UK

“The Charles Handy Conversation paper was a great and reassuring read for me. So many good points and reminders of my pioneering days. Thanks for the read. For instance, I loved the point about ‘perpetual explorers’.”

– Clive Steeper, Caplor Horizons Advisor, UK

“I have just read the article you sent with Charles and loved it. I am very struck by what he says about the importance of ‘blame free places’ for real learning. And also the importance of wild dreams. Both could be so helpful even now.”

– Seamus O’Gorman, Dóchas, Ireland

Community Days: We run face to face events which bring together the extended Caplor network to explore contemporary thinking around different topics

“The Community days are always pleasurable and rewarding. I thought that the Reflection Day was a good thing and we should be mindful to reflect.”

– Gareth Williams, Caplor Businesses, UK

Case Study

Achieving greater influence through establishing a new organisation

The Commitment

As well as individual and organisational development, we help bring about societal change. For example, in April 2019, we established an organisation dedicated to advocacy about climate change and biodiversity loss. This is called 'The Commitment'.

[The Commitment](#) is designed to give a creative voice to UK citizens concerned about the future of the climate and natural world. It is hoped that this will provide politicians with a mandate for faster and bolder action to safeguard the future of our planet.

“We really need to prevent climate breakdown, for the sake of us all!”

Politicians do not generally believe they have a mandate to take radical measures on the climate and the natural world. By taking Commitments to citizens' MPs and heads of local government, we will demonstrate that there is strong, diverse and popular demand for bold action. This demand will be clear both from the numbers of people making The Commitment and from the directness and emotive power of their personal statements.

Through setting up this organisation, we envisage a future where political parties' policies become more ambitious as they compete for votes, disadvantaged communities are given voice, visibility and a sense of democratic power, and that similar organisations are set up in other countries.

“The best part is that it's not about asking for change in personal behaviour but instead putting pressure on government, because that's most effective.”



Progress to Date ...

- We have developed the concept in consultation with over 300 people, embracing both sector specialists and lay people from many walks of life
- Recruited a core team of four, with support from three more part time and many volunteers. We have also received valuable pro bono support from a range of expert individuals and organisations
- Conducted a quantitative survey of 3,400 people to test public appetite for action on the climate. Demonstrated far stronger support across society, particularly in marginalised groups (e.g. BAME groups and those struggling financially) than is generally assumed
- Conducted qualitative research centred around three focus groups. Strong agreement that the responsibility for action lies with the government
- Launched initial website and social media platforms
- Formed a partnership with Hope for the Future; joined the Climate Coalition; begun to explore partnerships with others (e.g. Christian Aid, Green Alliance, Camden Climate Change Alliance)
- Attracted three major grants (total £140k) and pro bono support of over £200k

The Commitment Research

A key impact that we have had since establishing The Commitment in 2019 is the quantitative and qualitative research we have conducted. Our research has been carried out to a very high standard, with a sample size of over 3,400 individuals, and has discovered some remarkable findings. We have distributed this to over 2,500 people in our community across 30 different countries and have received incredible feedback. To read the full research papers click on the boxes below.

Climate Change: UK citizens want the Government to do more

Quantitative Research

In June 2019, The Commitment surveyed 3,403 UK citizens aged 18+. The objective of the research was to assess people's appetite for government action on climate change.

The study found that there is an appetite from a significant number of UK citizens for bold government action, even if it means that prices of products and services increase as a result. 37% of people would only vote for a party they believed was genuinely committed to reducing climate change.

Furthermore, the research showed, among other things, that Black, Asian and minority ethnic groups have a greater level of participation in climate change activities and a stronger belief in government action than white British respondents.

In October 2019, The Commitment commissioned three London based focus groups with a total of 18 UK citizens from across the political spectrum. The aim was to identify public concerns and potential challenges in relation to climate change and to test the concept of The Commitment.

The focus group findings showed a strong agreement that the Government has the primary responsibility to take action on climate change. One participant celebrated The Commitment's position as "a happy middle ground between petitions and protests".

This qualitative research has informed The Commitment further on how to appeal to those looking for new and effective ways to tackle climate change.

Climate Change: UK citizens don't trust the Government to act

Qualitative Research

This year we developed our 'Caplor Droplets' series which features 9 short films about our collaboration and impact. Each film covers an important issue facing humanity and showcases how our partner organisations are proactively overcoming these challenges. To watch them, click [here](#).



Case Study

Capacity Development with Women's Marketing Federations in The Gambia

A three-year collaboration between United Purpose and Caplor Horizons in The Gambia commenced in August 2018. This focused on capacity development of six women's marketing federations in the six main regions of The Gambia. Each marketing federation represents around 80-100 women groups, each with 70-150 women members. Thus, in total, the marketing federations represent around 30,000 rural farmers, mostly women.

Every three months, we work with the same 40 women, who represent each of the six marketing federations, in unique ways to build their capacity and strengthen their resilience. As part of the programme they are expected to take our training back to their regions and local villages and cascade the learning to their communities. As a result, our training is having a wide influence across the country and the positive impacts can be felt. For example, the women report greater confidence, strengthened coordination among one another, better teamworking, leadership and communication skills, and improved resource mobilisation.

Before our training, the women were not thinking strategically, for example about the crops that they grow, or looking at the bigger picture, for example, in relation to advocacy. They had not received any formal training around leadership and strategy and were mostly working in silos.

Now they are more aware of their individual strengths and leadership preferences. They understand what makes a good team and how to effectively communicate to create change and mobilise others. They have production plans in place where they diversify their crop production and they are developing entrepreneurial mindsets including value addition. In addition, they are getting national coverage on the television and radio and have the support of the Minister of Agriculture as well as local governors and politicians.



Ousman Jammeh, the programme manager from United Purpose, said that the women now have: *“developed respect and patience for others, improved sense of togetherness and unity, enjoying learning through fun, improved capacity in developing messages through singing and role play and more commitment in disseminating and putting into practice ideas learnt.”*

He goes on, *“The experiential and dynamic, iterative approach to the training is very different to anything else that people have usually encountered in The Gambia: I brought some very senior people from the Agricultural Ministry to the trainings as they were sceptical about my descriptions about how highly engaging, inclusive and participatory the sessions were; after experiencing it for themselves they were convinced about what I had said. Seeing is believing.”*

We are now two-thirds of the way through our collaboration with the Sosolaso. In light of this we are exploring how we might develop a piece of action research about the true impacts that our training is having on the capacity and livelihoods of the women that attend our training. The research will take a qualitative approach, including to more deeply consider the unintended consequences from different perspectives and feelings of those involved.

A story from Dan Bishop, a Caplor Horizons Advisor

“Have you ever seen a group of African ladies repeatedly dancing and singing with joy because of their organisation? I have and it's exciting, inspiring and transformational.”

When I first arrived in the central region of The Gambia in August 2018, the temperature and humidity was high and extreme, the welcome was subdued, the location remote and very basic with no running water or electricity. The members of the vegetable marketing federations appeared distant and reserved compared to my normal experiences. I was also aware of language and educational barriers that meant interpreters would have to be used and meaning would be lost. Much of what I had to offer was in English and was to be delivered using a projector that required power. My preparation had been poor, and I had not considered the challenges that might exist before engaging.

A quick and hasty rethink had to be made by us, the Caplor Horizons facilitators. Experiential learning exercises had to be modified to reduce the content of words and remove the need for writing wherever possible. The Wolof and Mandinka languages the ladies used are not designed to be written. Processes that involved role play, song and dance were brought into play wherever possible and, to check the learning had been understood and embedded, the women were encouraged to put everything into song at the end of each session.

I was extremely skeptical about the success and impact the facilitated learning sessions would have for the women's marketing groups. The subject matter encompassed leadership preferences and behaviours, effective teamwork, culture profiling, strategy development, sustainability, collaboration, influence, fundraising and many other important organisational issues.

A year later I returned to work with the women's marketing federations in The Gambia. Since my first visit, a year before, Caplor Horizons had been back every few months to continue to build the capacity of the 40 or so women. Upon my return I was absolutely astonished with the progress the women had made. Their understanding of the ideas and concepts was extremely high. Their ability to remember and to share the learning with others in their own appropriate Gambian way was the best I had ever seen. They had named their organisation Sosolaso, meaning 'All United', and had T-shirts printed with their new logo and strapline. They had a clearly defined strategy developed and a structure and culture appropriately matched to achieve their objectives.

The atmosphere and welcome had completely transformed. I had become a member of their family and they were regularly enquiring about my health and wellbeing even when I had returned home. We had become close friends and Sosolaso had become a powerful movement for change in The Gambia. Their ideas and action for producing and marketing fresh fruit and vegetables on a national scale involving over 30,000 women were detailed, achievable and impactful, contributing to the health and wellbeing of themselves, their families, their local communities and the nation as a whole.



Our Impact

Learning...

We are all about learning and helping organisations to learn. Through our staff and Advisors we support organisations to learn better. An in-depth survey of our key clients this year showed has given us excellent feedback on how organisations we've worked with have learnt, and importantly how they then applied this learning. The majority of responses focused on the high quality of our mentoring support, tools for learning, and clear support to ensuring learning through strategy renewal. For many respondents, the input from Caplor had a transformative impact on the importance of learning within their strategy renewal process.

“The learning has entered our ‘blood stream’ and become part of our DNA”

“Ian was instrumental in asking me tough questions that forced me to push my own boundaries and my comfort zone. Lorna was really able to create a powerful sense of comfort that allowed the team to open up and share difficult things very openly.”

“I learned that there is nothing that we can't learn, all we need is hard work and dedication. On the other hand asking questions and asking for help from others can also solve our problems.”



Our Reflections and Learning

This year we have focused on 'reflection and learning'. In fact, it was the core subject matter of our December Community Day and we also ran a webinar on this topic.

We strongly believe in Margaret Wheatley's quote: *“Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful”*. As a result, this section highlights a few of our reflections and learning from our work this year.

- **Pace** – Getting the pace right with our partners is critical to the success of our involvement. Going too fast, and at a time when they are overwhelmed with pressing day to day concerns, often means that the learning is not embedded and that participation is low. However, going too slowly, with large gaps in between sessions can have a similar effect and can lose the momentum and energy. We work closely with our partners and clients to get this balance right and regularly check in, during and between sessions, to make sure we get the pace right. The pace, of course, differs between each organisation and is something we pay particular attention to.
- **Unintended consequences** – With any intervention there is likely to be unintended consequences. In light of this we are developing a piece of action research, as part of a wider initiative, to understand the unintended consequence of development initiatives in The Gambia. So far initial findings suggest that women can face abuse and bigotry as a result of having greater empowerment. Mainstreaming gender into development activities in The Gambia is essential, not only for women and households, but for human and economic development.
- **Our online offering** – We want to be as accessible as possible to people across the world. As a result we have been developing our tools so that they can be accessed online, such as the [Caplor House card exercise](#). We have made our resources more accessible on our new website and created 9 short films to bring to life the work we are doing with our partner organisations. Furthermore, to complement our face-to-face Community Days, we are now running webinars which we offer to our Caplor Community. The first one was on 'Cross-Cultural Learning'.

Conclusion

We would like to thank everyone for their continued support and very important contributions. In an increasingly volatile, uncertain and ambiguous world, Caplor Horizons continues to think, act and learn differently to inspire leaders to achieve a sustainable future.

At an individual level Caplor Horizons has helped leaders by increasing their confidence, giving them greater self-awareness, a greater understanding of learning, and being able to achieve more through the support of an experienced mentor.

Moreover, feedback from client and partner organisations shows that Caplor Horizons' services are greatly appreciated leading to improved communication within the team, an enhanced learning culture within the organisation, and a reduction in conflict and tension between team members.

And finally, Caplor Horizons is having a wider societal influence through The Commitment which aims to speed up government action for a healthy planet.

Attempting to measure our impact, as we have done in this report, allows us to learn from our past actions and move forwards with confidence and enthusiasm.

Caplor Horizons is the spark that encourages people and organisations to dream and aim for the thing they truly believe in and to offer what they are best at in the service of others. It is a charity that believes in storytelling, the power of people and getting people to dance and sing when they have achieved something great! Learning is at the heart of what our community is about and being curious to achieve positive change.





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