

IMPACT REPORT 2020-2021

Caplor Horizons

A WORLD WHERE LEADERS DELIVER
A SUSTAINABLE FUTURE FOR ALL



A healthy planet is one thing we can all agree on.



Use your vote to help secure a better future.



About Us

[Caplor Horizons](#) is a charity that works with other charities and responsible businesses locally, nationally and internationally. We support individuals, teams and organisations to strengthen their leadership, renew their strategy and improve their influence. We believe that, to make a positive and lasting impact, we need to inspire and enable people to learn differently, think differently and act differently.

Using the talents of staff and 'Advisors', we create distinctive learning opportunities to address the specific needs of our partners and clients. These include group facilitation, experiential learning, the creation of safe "rehearsal grounds", and coaching and mentoring.

Our 50 Advisors are outstanding people who provide us with specialist knowledge and experience. They contribute their time on a voluntary basis, or at reduced rates, so that we can offer high quality and distinctive services at an accessible cost.

This year we directly worked with over 600 leaders, from 35 different organisation in 45 countries worldwide. These organisations work in a wide range of fields from human trafficking to smallholder farming, and dementia support to climate change.

We are creating a world where leaders deliver a sustainable future for all by staying true to our values and working:



Courageously



Creatively



Compassionately

Within Caplor Horizons operates [The Commitment](#), an organisation working to put climate change and biodiversity loss higher up the political agenda. Citizens commit to putting the health of the planet at the heart of their decision when they vote in all elections. Their Commitments are then taken to their local politicians to demonstrate the depth of demand for bolder action on the climate and the natural world.



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A message from the Co-Directors

This last year will probably go down in history as one of most challenging ever for various reasons, including the coronavirus pandemic.

In an increasingly interconnected world – struggling with the realities of a ‘VUCA’ (Volatile, Uncertain, Complex, Ambiguous) context – many people have faced huge difficulties and the planet has been adversely affected.

Our focus on a sustainable future is more relevant now than ever before. And this is why we have focused this year’s Impact Report on our ‘4Ps’: Purpose, People, Planet and Prosperity.

We are dedicated to contributing to a movement for change that addresses these 4Ps: whether this is through ‘The Commitment’, our initiative to influence politicians to take greater action to tackle climate change and biodiversity loss; or the steps we are following towards becoming an anti-racist organisation, and embodying feminist leadership through everything we do.

Our work is based on relationships: with the earth and with its people, therefore our action to bring about positive change has been our overarching priority.

We have had to be **creative** in how we have done this. At a time when we could not travel and meet our partners, clients and advisors face to face, we had to relocate our work to a virtual world. This challenge also provided opportunities. We have had more global gatherings and engaged with an increased range of partners from different countries. We have facilitated greater peer-to-peer learning and we have forged new relationships. We have developed an enhanced sense of a global community as never before, and as part of this we have established a ‘Strategic Change and Development Group’. Through being connected with the struggles and **courage** of the people we work with, along with members of our Caplor Community, we have been able to strengthen and deepen our relationships. We have become acutely aware of our interconnectedness, with others around the world and of our interdependence with the earth and the fragility of this. **Compassion** towards each other and our planet has never been more important.

Finally, during the year our journey of shared leadership has also been strengthened and there are now four of us working together as Co-Directors.

We hope you find this Impact Report demonstrating our journey over the last year stimulating and useful. Having captured a wide range of data, what has inspired us the most to continue moving forwards is that **93% of people feel that their involvement with Caplor Horizons has had a lasting effect**. As Caplor Horizons passes its seventh birthday we are now finally able to understand the true impact of our work on the lives of individuals and organisations around the world and this gives us positive momentum for the future.

Lorna Pearcey, William Eccles, Rosie Bishop and Ian Williams

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](#).

'Ripples on a pond' model:



"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. They have the expertise, and you give them the confidence – the spark – to know that they can do it and to be curious and experimental along the way."

Professor Charles Handy, Thought Leadership Advisor

How do we define impact?

We conceive our impact through the 'ripple on a pond' model shown above. It all begins with us as an organisation, and the capacity we have to adapt, grow our influence and constantly learn. It is by working on ourselves that we can help others to improve.

The growth in personal confidence and learning of the individual leaders we support, combined with our tailored experiential activities for teams, contributes to building the organisational effectiveness of not-for-profits; organisations that impact society and the wider world by doing the best at what they are best at: serving their communities.

The ripples nearest to the epicentre represents the immediate outputs and outcomes of an intervention, which are the easiest to see. The furthest ripples span the largest area and, as they are likely to have been influenced by other events, they are the hardest to measure. This impact report aims to capture both ripples.

Measuring Impact

How do we measure impact?

This past year, we've strengthened the level of attention to our impact process at operational and strategic levels. This includes...

- **Systematic feedback surveys**

We systematically sent out anonymous surveys to our partners after most of our sessions. This led to 465 feedback forms being completed, with participants giving us scores for facilitation and content among other things, as well as providing helpful feedback about how we can improve our approaches and provide a better service.

- **In-depth quantitative and qualitative assessments of specific partners**

We have carried out deeper impact assessments with specific partners. For example, we did a major study with the De La Salle network, collecting a baseline level of data with 42 participants at the beginning of the programme and evaluating against these same measurements at the end of the programme. This is particularly important because it was our largest single workstream over the past 12 months (see pages 17-18).

Furthermore, we carried out our first in-depth qualitative impact assessment focused on unintended consequences; this relates to a highly significant workstream with United Purpose in The Gambia. Over 750 stakeholders were interviewed as part of this research (see pages 11-12).

- **Strategic Change and Development group**

We brought together our partners and clients in a new way, to listen to their reflections about what we do and to consider the strategic implications about how we should focus our attention in the future. This is our 'Strategic Change and Development Group' and our new strategy was formed as a result of this engagement. As part of this, we surveyed our 85 members and gathered a significant level of quantitative and qualitative data from a wide range of key stakeholders.

- **Impact assessment for The Commitment**

We have conducted, for the first time, an impact assessment of The Commitment. This analyses the progress we have made over the last 2 years and the reflections and learnings we have gathered along the way.

- **Testimonials from partners**

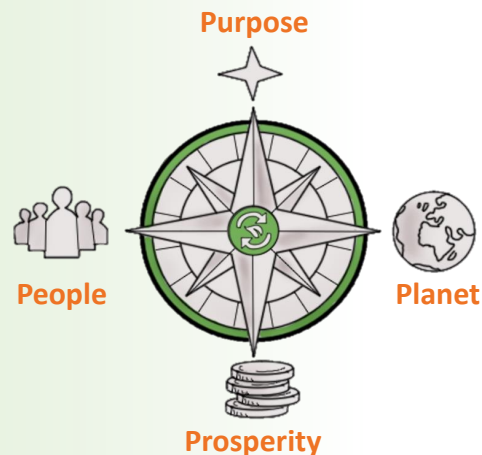
We have continued to collect testimonials from our partners to understand and showcase to others the impact our work has had on individuals, teams and organisations.

Structure of this report

Something different...

This year, for the first time, we have structured our impact report using the framework of the '4Ps'.

While we recognise that these four areas are highly interconnected, we believe that reporting in this way will offer a holistic overview of the areas in which we are striving to make an impact.



A sustainable future for all

Our vision is “a world where leaders deliver a sustainable future for all”. We hold the view that if we are to achieve meaningful change, we need to learn differently, think differently and act differently. If we continue in the same ways, our planet and humanity face dreadful consequences. We need to change!

What do we mean by a Sustainable Future?

A sustainable future requires joined up thinking on the acute issues the world faces, including climate change, biodiversity loss, social justice, cultural respect, human rights and long-term economic stability.

There is no simple way to achieve this. The issues are complex and interconnected.

Tackling one concern may have foreseen and unforeseen consequences, which may positively and negatively impact on many other issues.

As a result, we take an ecosystem approach and integrate sustainability into the purpose and soul of our organization, both internally and in our work with others.

Inspired by Rockström and Steffen’s Nine Planetary Boundaries, Kate Raworth’s Doughnut Model, John Elkington’s Triple Bottom Line and the United Nations’ Sustainable Development Goals, we have defined our approach to sustainability using the 4Ps: **Purpose, People, Planet and Prosperity**. To understand more how we define each of these terms, see the next page.

Our 4Ps of Sustainability



Purpose

We strive to create a world where leaders deliver a sustainable future for all by being courageous, compassionate, and creative. If this vision is to become a reality, all our stakeholders must be seen as valued members of the Caplor Horizons community, where we are all working together towards a shared goal. This requires being willing to learn differently, think differently and act differently.



People

To create a world where leaders deliver a sustainable future for all, we must tackle social injustice, address inequality and promote human rights wherever possible. Our approach to people is guided by our three strategic goals: transforming leadership, strengthening resilience and increasing collaboration.



Planet

If we want to create a sustainable future for the next generation of change makers, we need to tread as softly as possible on the Earth’s resources, looking after our fragile ecosystems and controlling our use of scarce natural resources. Our work on planet has a three-fold approach: working on ourselves through our environmental commitments; working on others by strengthening the workstreams of partners whose work is focussed on biodiversity and climate change; and advocating for change in wider society.



Prosperity

To ensure basic needs are met and that all human beings can enjoy equitable and fulfilling lives, we must adopt a holistic definition of prosperity. Beyond the financial bottom-line, which is essential to guarantee the sustainability of an organisation, enabling it to create transformational change, prosperity is about our ability to grow better, not necessarily bigger. That is: growing our reach, growing our influence and growing our resources.

Purpose



85 members of the Caplor community from **11 countries** and representing **56 organisations** were involved in our **strategy development process**



98% of the people involved felt their **voice was heard in our strategy** development process, scoring the process **9 out of 10**



We facilitated **31 sessions** with **11 different** partners on topics related to strategy, leadership, teamworking and influence



93% of people feel that their involvement with Caplor Horizons had a **lasting effect**



On average our partners score us **8.9 out of 10** for our **facilitation**



93% of people feel that we have been **effective**, and **87%** of people feel that we have been **efficient**



We held **2 sessions** on the *Science of Spirituality and Belief*, bringing together **over 20 individuals** from different personal, geographic, and professional backgrounds



We supported our partners in **The Gambia** to **interview over 750 people** to uncover the unintended consequences that may arise from our work

Purpose

A values-centred approach

Our purpose is “to be courageous, compassionate and creative in facilitating transformational change”. We have put our three core values at the centre of our new strategy. These values guide us. They lie at the deepest level of our organisational culture.

Our renewed purpose emerged through our strategy development process in 2021. Our [latest strategy](#) was shaped in a dynamic, iterative, highly participative way through our new ‘*Strategic Change and Development Group*’.

This group comprises ‘experts by experience’ of our work internationally. It includes the voices of our Partners, Clients, Advisors, Board and Staff. To see what they said about our strategy development process, click [here](#).

“With the pandemic all around us it is so refreshing to share such important, valid and inspiring views in an inclusive environment”

“I feel proud to have part of this innovative strategic process”

“It was so good to connect with people from around the globe, such a wonderful platform”

Living our values



Challenging pre-conceived notions of leadership: we are involved with a process to deepen our feminist journey, leading to a culture for justice. And, facilitated by two of our Advisors, Chandra Ladwa and Saf Ghapson, we have specifically progressed our commitment to becoming an anti-racist organisation.



Caring for our partners’ well-being: adapting to the implications of the coronavirus pandemic, means engaging with challenges people have faced, such as acute gender imbalances due to patriarchal society, poor internet connection and difficulties in communication.



Changing our path without changing our goal: although our sessions moved online completely during the year, we stayed true to our engaging, dynamic and participative approach by incorporating new tools such as the mentimeter, quizzes and polls into our sessions.

Case Study: The Gambia

The Unintended Consequences of Women Empowerment Interventions in The Gambia: The Case of the Sosolaso Forums

About the Sosolaso Forums

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

Every three months, Caplor Horizons facilitated a 'forum' with an apex body called Sosolaso to build their capacity and strengthen resilience. As part of the programme, participants are expected to take the training back to their regions to cascade the learning to their communities.

about the opportunity to meet and discuss important, but sensitive issues not normally talked about in relation to development interventions. Building off this successful and insightful workshop, it was felt that this should lead to a robust and thorough piece of action research.

We were keen to collaborate with United Purpose and others in The Gambia to facilitate this research due to cultural sensitivities and best practice, as well as the implications of COVID-19. As a result, in early 2021, a core team was established of Baai Jaabang (TARUD), Isatou Ceesay (WIG) and Fatou Jaiteh (University of the Gambia), along with Sam Bishop (University of Bath). We are very grateful to Baai, Isatou, Fatou and Sam for their time and commitment!



Introduction

Empowerment is underpinned by power and expressly the transformation of existing power relations. Resistance to such transformation is often intrinsic and any intervention risks highlighting and exacerbating existing social tensions and power imbalances. It is essential that women's empowerment interventions are recognised for what they are: agents of change within a much wider set of local contexts, gendered power structures, and social relations.

As a result, in March 2020, as part of the eighth forum, Caplor Horizons facilitated a one-day workshop which undertook an initial exploration into unintended consequences (UCs) of the Sosolaso Forums. The workshop identified several UCs, but perhaps more significantly, participants were very positive

about the opportunity to meet and discuss important, but sensitive issues not normally talked about in relation to development interventions. Building off this successful and insightful workshop, it was felt that this should lead to a robust and thorough piece of action research.

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Case Study: The Gambia



Over the course of a month, **40 one-on-one interviews** and **33 focus group discussions** were carried out, with **over 750 diversely positioned research participants** including intervention beneficiaries, household stakeholders, community leaders, and local development practitioners. Risks around COVID-19 were mitigated throughout

Key findings

Unintended consequences identified were predominantly negative and included impacts such as **bigotry and verbal abuse, gender-based violence, time poverty, co-option of income, social exclusion, and household disputes**. However, positive effects were also identified at the household and community levels including **improved household food security and nutrition, improved incomes, and community support**.

Many of the UCs identified are due to systemic subordination and control due to patriarchy and are not due to the training. However, as a result of the context that the training is happening in, the full benefits of the programme are unable to be realised. See below for some quotes:

Verbal abuse as a result of individual engagement in the Sosolaso Forums:



"In our society we can be more vulnerable as a result of development activities"

"Men are always involved in the decision-making on expenditures; they could ban women from economic activities."

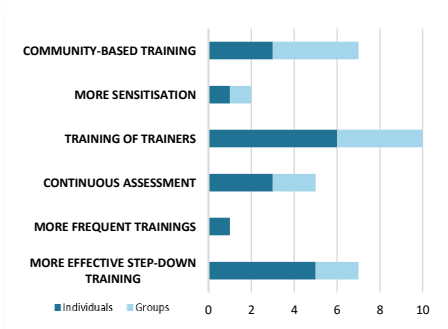
"Federation members are not coming to our village to give us any support or engage us in any meaningful development as expected."

Recommendations

Research participants provided well-informed, actionable recommendations as to how any negative UCs could be mitigated in the future.

Overall, the research study was very successful as an exercise with research participants describing their involvement as "motivating", "educative" and that it "highlighted issues and solutions".

A full report will be published in coming months



People



We mentored over **19** CEOs and senior leaders



We developed or renewed **9** organisational strategies



We directly worked with over **600** leaders in **45** countries



We facilitated over **130** online sessions



Our **team** grew to **13** members

Goal 1: Transforming leadership

We are challenging the assumptions that surround the concept of leadership, recognising that we all are, and should be, change makers. We are championing new models for leadership, including co-leadership and feminist leadership, and have developed highly distinctive models and resources to enable a new generation of change makers and organisations to tap into their fullest potential.

Goal 2: Strengthening Resilience

To strengthen resilience, especially in the context of the pandemic, we worked with other organisations to provide strategic direction. Furthermore, we contributed towards the development of effective and sustainable income strategies in our partner organisations, providing fundraising training, and supporting partners on-the-ground with their fundraising appeals.

Goal 3: Increased Collaboration

Strategic partnerships and other forms of collaboration are at the heart of the way we work. Not only have we sparked collaboration within organisations, facilitating and supporting change makers to learn about and develop their collaboration skills, but we have also created spaces for organisations to connect and work together, bringing to the fore and sharing ideas and best practice.

People

Goal 1: Transforming leadership



"Through our work with Caplor Horizons, we've gained a greater clarity on our work, deepened our personal leadership skills and deepening our sense of trust. The Caplor Horizons team has brought a powerful breadth of perspective to us as well as much needed challenges to our thinking." – **Shivani Singhal, Head of Dharohar, India**



"The work with Caplor Horizons helped Crossref adapt its organizational culture in a difficult time, boosted morale and led to a range of practical suggestions from staff that led to positive change in the organization. This benefited individuals, teams and the organization as a whole leading to more effective teamwork and communication." – **Ed Pentz, Executive Director, Crossref, USA**

Goal 2: Strengthening Resilience



"Caplor Horizons provided a lifeline to us during these incredible times (COVID-19) and enabled us to continue looking at and providing a 'bigger picture' perspective by allowing us to take a step back from day-to-day tasks, operations, frustrations and worries."

The support from Caplor Horizons enabled a successful transition in leadership, strengthening relationships at staff and board levels, and the formation of robust and effective financial systems" – **Sarah Robinson, Director, Hope for the Future, UK**



"Over the years Ian has become my 'frentor' – a friend and a mentor. He has been my 'sounding board' especially when times have been tough, and I need to reflect on the best way forward. I have never felt patronised by him. He shares his own dilemmas and asks for my advice. He treats me as an equal which is important to me as a woman of colour."

– **Heydi Foster Breslin, CEO, An Cosán, Ireland**

Goal 3: Increased Collaboration



"Caplor Horizons has brought to our operations many contemporary best-practices and understandings, for which we are grateful. Our engagement has been an amicable one in which we feel a genuine sense of teamwork in collectively designing and implementing the program" – **Brother Amilcare Boccuccia, Solidarity and Development Secretary, De La Salle, Italy**



"Caplor Horizons provide support to my organisation in the Gambia on leadership and management skills so that our organisations can effectively engage as a community and collaborate with one another. This has boosted the image of TARUD in the community of Gunjur." – **Baai Jaabang, Director, TARUD, The Gambia**

What are people saying about us?

What has been the most important learning you have gained from being involved with Caplor Horizons from your perspective?

"The ways the organisation allows and facilitates the input and diversity of so many people in such a constructive and powerful way"

"Diversity, inclusion, distributive leadership and nimble ways of organising"

"The collaborative way of working with all stakeholders in a process, looking at how we work as well as what we want to do, and diving deep into cultural issues when they arise."

"A different perspective on leadership and strategy"

"The generosity of spirit that Caplor Horizons bring to their interactions"

"Being taken out of my comfort zone and realising what I can do"

"The Caplor House has been instrumental in understanding how my team members think and contribute to decision making. It has transformed how we work as a team."

"The power of fun in learning"

"Being part of a truly powerful and impactful movement for sustainable change"

"Exposure to people from other walks of life, who have shared experiences that I would otherwise have been closed off from."

"More learning about sustainability and what is going on with large and small organisations both in the UK and across the world – very exciting and inspiring"

"Working with strengths, distributed leadership, unlearning and learning"

"As a tool the 'SOAP' (Strategy On A Page) has been highly impactful, the total package of tools to support strategy has been really significant learning"

"The importance of bringing ones whole-self to the organisation, having the space to do so and supporting others to do the same has probably been the most important learning for me."

What are people saying about us?

Please tell us a brief story about your involvement with Caplor Horizons

"I saw Caplor Horizons find a level of value in an organisation, bring many stakeholders (staff, board, members) to appreciating that value, and through that bring confidence to an entire organisation. And that makes me believe in magic. If it can be done once... there is such potential."

"I met Caplor Horizons early on in its journey and felt straightaway that I could work with you. I felt included and valued, that I could add something toward a common purpose. Caplor Horizons as an organisation, models who it is and what it does, in a way that other organisations believe they do, but in my experience, they can come across as performance driven, rather than authentic. Caplor Horizons on the other hand really do learn differently, think differently and act differently, to an extent it has a good effect on the way I work as a coach, what I learn from Caplor Horizons, I get to pay it forward."

"I am asked me to write a paper. It was a lot of work but I was glad in the end as it enabled me to get my thoughts in order and to record some experience I had gained which would otherwise have stayed (decaying) in my head. It is something tangible and gives me a sense of achievement - while also being helpful to others."

"My involvement with Caplor Horizons started when they ran a leadership and team building course with my team in 2017. It was during a really difficult time in the organisation and Ian and Lorna helped the team and I (particularly me) to make sense of it all and ride through the difficult patch. The sessions were so successful that I convinced the Senior Leadership Team that Caplor Horizons were the right advisors to facilitate our strategic planning process in 2019/20. This was also an immensely successful process and we learnt a lot – including tools that we now use with our own NGO and Church partners!"

"Caplor Horizons has enabled me to open my eyes to what matters globally. I am more curious and more courageous and say yes to challenges and opportunities I wouldn't have say yes to before."

Case Study: De La Salle Christian Brothers

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 third level to over one million students.

For an organisation of such a scale, the coronavirus pandemic represented a significant challenge to collaboration, communication, and cross-regional delivery. To navigate these difficult circumstances, the strengthening of a collaborative culture was key. A programme called “Making Collaboration Common” was established for this purpose. Supported by the facilitation of Caplor Horizons, a highly diverse group of **42 Lasallian leaders across five geographies and 18 different time zones** met twice monthly through a series of online sessions.



Virtual conferencing and online simultaneous interpretations allowed for frank discussions transcending geographic, linguistic, and cultural barriers, to take place. These spaces led to the **creation of nine learning forums** – enabling participants to develop their individual skills, nurture their relationships and prepare the foundations for enhanced collaboration – and **nine programme development activities** – focussed on the generation and development of a strategy for enhanced collaboration across the international Lasallian network.

To measure the programme’s impact, all **42 members of the capacity development programme were interviewed and/or surveyed** at the beginning of the programme (June 2020) and at the end of the programme (March 2021).

Combining numeric ratings and free-form comments on 32 questions, individuals were asked to evaluate the conviction, culture, strategy, structure, and communication of the Lasallian network at multiple levels, locally and globally. **The surveys were conducted in Spanish, English, and French.**

As a result of the programme, **all factors measured increased**, often very significantly. The full survey results are available [here](#), but the components that saw the largest increases included perceptions about **strategy and structure**, which **increased by 51% and 47.2%, respectively.**

Case Study: De La Salle Christian Brothers

Beyond the quantitative impact, people described the strengthening of the network, expressed by one participant as a: *“multicultural family where, despite our differences, we all share the same purpose”.*

The use of a concrete, highly participative, and appropriately paced methodology allowed the programme to: *“create bridges between different realities that would normally not come together”.* It *“improved communication beyond imagined borders”.*

Despite its challenges, the pandemic was turned into an opportunity, demonstrating that it is possible to strengthen culture, conviction, strategy, communication, and collaboration; including in an online world. As one person said: *“it helped overcome fears related to online collaboration”.*

The programme showed the power of working together to create a transformative and more collaborative future: *For instance: “the programme allowed us to identify our strengths and skills, as well as our weaknesses. Being aware of these factors will allow us to work better together, towards an effective collaboration. I am very grateful for the opportunity to contribute to such a project”.*

These encouraging results have led to the design of a second year, starting in May 2022, to extend the collaborative journey.

“(We are) feeling more encouraged to reach out to colleagues across the international Lasallian network”

“(We are) Feeling part of a bigger Lasallian family”

“(There is) A greater sense of solidarity and awareness of interdependence of the network. Highlights the importance of truly working together”



Planet



We continue to collaborate with Co2balance and remain a **carbon zero** organisation



As part of our multifaceted partnership, we supported the **strategy development process of Hope for the Future**, a charity working to educate people across the UK on the importance of communicating about climate change with local politicians



We chaired **“Future Now”** as part of EAUC’s Virtual Global Climate Conference. It had **over 1000 attendees** from **18 countries**



The Commitment reached the milestone of **2,000 commitments**. That is, **2,000 votes** for politicians who will prioritise climate change and the natural world.



We developed a **film** to showcase to the work of **Gwent Wildlife Trust**, a conservation charity in the UK, which is working hard to educate, influence, and empower citizens to value the countryside they live in



We co-created an environmental initiative, **The Great Collaboration Portal**, with Hereford Green Network. This will support people in the UK to raise awareness and reduce their carbon footprint

Planet

The Commitment in numbers



We hosted **4 webinars** attended by **over 90 national and international people**, including one in association with Camden Think & Do



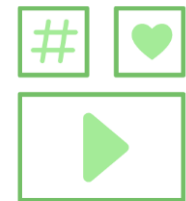
Our **online ad campaigns** resulted in **1,392 people** making a Commitment and sharing The Commitment on first sight



We organised **30 meetings with local organisations** in Holborn and St. Pancras to gather feedback on The Commitment and the reach and influence of the initiative



200 meetings have been held, across **3 regions** in the UK – West Midlands, Dumbarton and Derby – to spread the word ahead of **local elections in 2021**



The Commitment has **over 2,500 followers across its channels**, compared to 247 in May 2020, with Instagram being the most prominent channel

The Commitment

An Introduction

Incubated by Caplor Horizons, The Commitment was established in 2019 to put the climate and the natural world higher up the political agenda and fulfil its vision of creating a world with stable climate and flourishing nature.

[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.

Online engagement

The COVID-19 pandemic exacerbated the importance of prioritising the health of our planet and forced The Commitment to shift its focus. Within weeks, it moved all engagement online, including hosting three webinars with over 70 national and international attendees.

Harnessing the technological opportunities unveiled by COVID-19, in September and December 2020, two online ad campaigns were tested seeking to better understand the receptivity of The Commitment's environmental messaging on people from diverse backgrounds and political leanings. Social media advertising proved to be more successful than expected, with 1,392 people making a Commitment and sharing The Commitment on first sight. We are grateful to Sam Narr and his colleagues at Kibbo Kift Agency for our collaboration on social media advertising.

The Commitment also developed an active and engaged presence on social media (Twitter, Facebook, Instagram) and joined new channels (LinkedIn and YouTube) to grow its online following. As a result, The Commitment now has over 2,500 followers across its channels, compared to 247 in May 2020, with Instagram being the most prominent channel.

A healthy planet is one thing we can all agree on.

Use your vote to help secure a better future.



The Commitment

Research

Research conducted by The Commitment on the participation of BAME minorities in climate initiatives, which surveyed more than 3,500 people, showed that 37% of respondents would only vote for a party that they believed was genuinely committed to reducing climate change. Moreover, it showed that BAME minorities had a greater level of participation in all climate change activities and a stronger belief in government action, because they identify with the most drastic impact of climate change in the world. This research piece has been quoted on national news, including BBC Radio 4's Segment: Women's Hour.

In early 2020, The Commitment gathered feedback from local community leaders in Holborn and St. Pancras on their thoughts on the initiative. Initial findings from 30 meetings with local organisations positioned The Commitment as a successful step for those new to environmental activism; those involved in awareness raising projects wanting to act on their newfound knowledge and concern; and those who were active already and keen to engage in a dialogue with their politicians in a more personal format than a petition or protest.

Committed to constantly reflecting on and evaluate current practice to enhance engagement, in January 2021, a pilot was started in Derby, Dumarton, and the West Midlands to test the efficacy of The Commitment's tactics and evaluate the initiative's potential to influence politicians in time for the May local election. For this purpose, 200 meetings with local organisations were held ahead of local elections in 2021. At the same time, we conducted political research with 26 politicians, in collaboration with Hope for the Future, to test and improve our models of political engagement.

Why should you make a Commitment?



Prosperity

Growing our influence



20 individuals contributed to the publication and writing process of our book, [“The Change Maker’s Guide to New Horizons – Organising Differently for a Sustainable Future”](#). This has been shared with **over 20,000 people**

Growing our reach



We hosted **5 webinars**, which were attended by over **140 participants** from **16 countries**



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



9,100 people from **99 countries** visited our website



We translated **7** of our Thought Leadership Papers into Spanish and French

Growing our resources



We had a **total income of over £500,000**, which amounts to over **£1million** when including our *pro bono* support



A total of **£11,500** was raised to respond to Children Watch’s COVID-19 emergency appeal in Tamil Nadu



We continue to have **50 active Advisors**. They provided **1,142 days** of voluntary or reduced rate which is the equivalent of **£571,000**.



Our 58 members generously contributed **over £11,000**

Prosperity

Growing our influence



“The Caplor Horizons book brings out a number of qualities that could help to address real social problems that we are all grappling with.” – **Lontia Chinkubala, Edmund Rice, Zambia**



“It is a paradigm shift in organisational practice and of particular relevance to the Third Sector.” – **Dr. Chinnaraj Joseph, CEO, CEDAR, India**



“A fabulous resource for a new era of leadership.” – **Samantha Plavins, She Walks the Walk Inc., Canada**

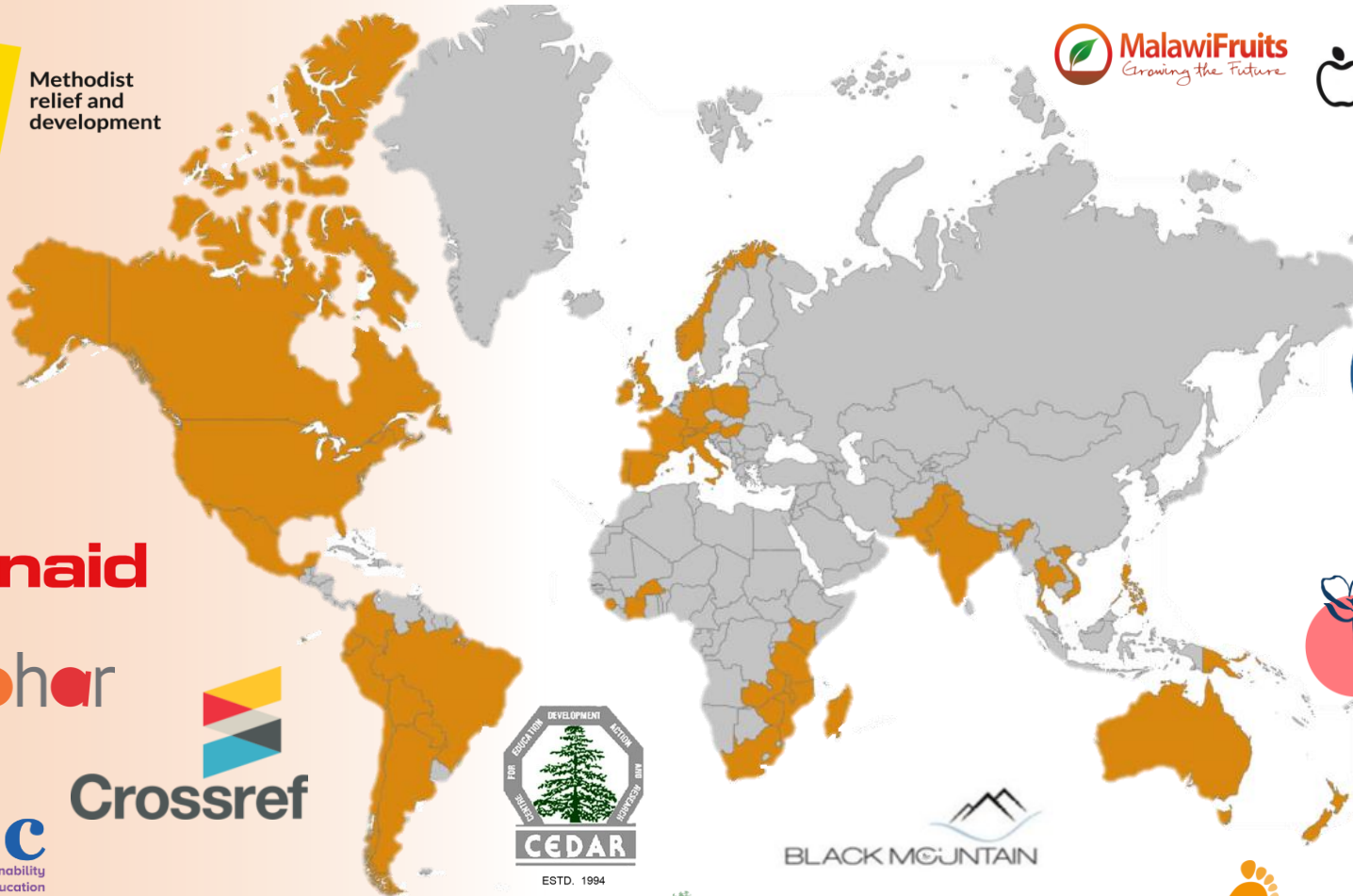
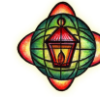
Growing our reach

- The increased interconnectedness from the COVID-19 pandemic showed us the power of technology to bring together people from different countries, areas of expertise and backgrounds. It allowed us to share our content with a more diverse audience, not only sharing our work more widely, but also considering a plethora of perspectives to inform our approaches.
- Our weekly updates are a way of showcasing the work we do with partners, the initiatives we take on internally as an organisation, and interesting learnings that reflect the nature of our work. They are a powerful tool for networking and raising awareness.
- Our Thought Leadership Papers capture the elements we believe are essential to the development of change makers. If we want to live in a world where leaders deliver a sustainable future for all, we must reach as many leaders as possible.

Growing our resources

- Despite the challenging environment, our capacity to adapt to our circumstances, transitioning our work online whilst maintaining the essence of our work as Caplor Horizons, yielded our most successful financial year to date.
- By growing our resources and ensuring we are a financially sound organisation, we can help other organisations to grow their resources and strengthen their resilience, too. To support marginalised populations to secure urgent basic food needs, health supplies, and information on coronavirus prevention measures, Caplor Horizons responded to Children Watch’s appeal to support their relief and rehabilitation interventions in Tamil Nadu, India.

We have supported our partners to deliver their work across 45 different countries...



Out of poverty



Our reflections and learning

We believe in Maya Angelou's quote: *"Do the best you can until you know better; then when you know better, do better"*. This year gave her words deeper meaning, and we reflected on how we could learn differently, think differently and act different during the extraordinary times of the pandemic. This included transforming our impact process, leading to the new insights that have been possible to share in this report.

We resolved to improve ourselves to be better placed to help others improve, becoming even more culture conscious and more deeply embodying a shared leadership approach. We stepped up our actions to listen to others in meaningful ways, including engaging with our stakeholders via creating our new Strategic Change and Development Group.

Believing in the power of learning for transformational change, we completed our book and expanded our resources and ways of engaging with people. For instance, Professor Sharon Turnbull wrote a paper on "[Leading our way through change in the coronavirus world](#)". Furthermore, we facilitated a new webinar programme, which included topics such as "[challenging today to create tomorrow](#)" and "[are we in danger of alienating out female talent?](#)" The webinars challenged our assumptions of what is "normal" and considered how to create a better future going forwards; they discussed the inherent inequalities emerging during the coronavirus crisis, including how these are affected by gender; they considered how leaders can take action to maintain fairness and well-being.

Learning was also at the forefront of:

Adapting to COVID-19: when the coronavirus first hit, we worried whether we would even be able to carry out our work and 'make ends meet'. Our concerns were not solely financial, as the charity sector in the UK was forecast to lose a very substantial part of its overall income, but also how we could take as much care as possible of the health and well-being of people. Adapting to our work online meant recognising the challenges faced



Our reflections and learning

by our team and partners, including home schooling, poor internet connection, and difficulties in communication and collaboration. Being compassionate in understanding the challenges each of us are facing individually and as a global community, has allowed us to strengthen and deepen our relationships and enhanced our sense of a global community.

Moving our work 100% online: at a time when we could not travel and meet our partners, clients and advisors face-to-face, we had to relocate all our work to a virtual world. Although considerable experience of working online already existed, delivering 100% of our work this way meant we had to further reflect on how to keep the dynamic, engaging and highly participative essence of our work intact, adopting new tools and methodologies to support facilitation. This year showed us it is possible to create a global community where people feel listened to, motivated and guided online, and thus going forwards, we will consider how we can incorporate our learnings from remote work this year to reach new partners, new clients, new countries and new horizons to make a transformational impact and deliver a sustainable future for all.



Unintended consequences: reflection requires humbleness. We recognise that, although in general our actions receive encouraging feedback, the potential to bring about unintended negative results always exists. We undertook a major study of our work with United Purpose in The Gambia. We had never previously carried out such in-depth impact assessment about a particular workstream. To read our reflections and learnings, please see pages 11 and 12.



Conclusion

We would like to thank everyone for their valuable engagement, contributions, and support to help us to create a future where leaders deliver a sustainable future for all. By working courageously, creatively and compassionately, we navigated the challenges and uncertainty that came with this year and measured and reflected on our impact in ways that were not possible before.



This year was all about adapting ourselves, and helping others adapt, to better respond to the world's needs, doing the best at what we are best for the benefit of others.

This was the guiding light of our purpose, where we focused on expanding our notions and definitions of leadership, delivering efficient and effective facilitation sessions online whilst keeping our essence intact and renewing our strategy.

A strong purpose is what helped us grow the personal confidence and learning of the individual leaders we supported, who contributed to building the organisational effectiveness of not-for-profits; organisations that impact society and the wider world. By working with people, we transformed leadership, strengthened resilience and increased collaboration.

When people come together and work for a common goal, they can have a greater impact on their planet. By advocating for wider societal change through The Commitment and supporting partners that are working to create a better world, protecting biodiversity and fighting climate change, we are being the change we want to see.

Finally, we learned that, despite the circumstances, we could still grow our influence, grow our reach and grow our resources. Not only did we work to make ourselves financially sound to keep on delivering our work, but we also supported our partners in doing the same. We published our book, a collaborative effort between 20 individuals, translated our thought leadership papers, and had our best financial year to date. We hope our prosperity, reaching more countries, more partners, more leaders, inspires change makers to take the first step.

