

# ActionAid Ireland

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**Karol Balfé**  
CEO

“They 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 and evidence current thinking about change processes, leadership and strategic change.”

“ActionAid Ireland engaged Caplor Horizons in 2021 to support the development of the organisation’s strategy for the next five years, following a tendering process.

An initial review stage was conducted from February to July 2021 with the ActionAid Ireland team and board.

This was then followed by the strategy development phase from September to December 2021 and a widely consultative process.

Caplor Horizons brought great clarity of approach and purpose to the whole process by rooting it in three main steps: 1) Where are we now; 2) Where are we going?; and 3) How will we get there?. This provided a really useful and simple framing to guide the process.

Caplor Horizons provided an incredible package of support.

We worked with Ian Williams, Lorna Pearcey and Rosie Bishop. These three provided a consistent team of support and overall guidance.

However, what also really worked was the ability to draw upon a reserve of other people within the Caplor Horizons staff and advisor team, - including those with specific experience and insights on feminist practice and leadership, changing fundraising practice in relation to decolonization and a wider resource of people available to facilitate and help with workshops.

For instance, Lynne Sedgmore led excellent conversations on feminist leadership at a key point in the process.

Caplor Horizons often integrate coaching and mentoring into workstreams and I had sessions with Iain Patton. I found this really useful as a space to reflect on the process and starting new into the organization whilst having to look at strategic direction.

I really valued how they supported specifically around clarity of communications. It’s easy to get lost in the details of a strategy process, we ran a highly participatory robust with inputs, workshops and consultations with a wide range of stakeholders, both internally and externally.

Caplor Horizons provided exceptional guidance on focusing on what’s important and support on how to visually capture this in a way that effectively engaged all involved. The importance of simple communications is often underestimated in processes like this.

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They 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 and evidence current thinking about change processes, leadership and strategic change.

They went above and beyond their commitments to us and put in a huge amount of preparation, thought and planning into everything we did together.

Doing a strategic renewal process is a major moment of reflection and change within an organisation. It was fantastic to have the excellent support of the Caplor Horizons team. They were highly professional, respectful in their approach and brought a huge amount of added value. It was a great experience working with them.”