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“Dóchas is the Irish Association of Non-Governmental Development Organisations. It is a meeting place for organisations committed to tackling poverty and inequality.

**Suzanne Keatinge**  
Chief Executive Officer

Caplor Horizons has contributed to Dóchas in various ways in recent years. Firstly, in relation to facilitating the development of our current strategy. This was with my predecessor, Hans Zomer, who commented (in March 2015) that the process led by Ian (Williams), had provided an *‘imaginative, dynamic and effective approach which was grounded in great understanding of strategy and the sector’*. Furthermore, he commented that the *‘results had exceeded expectations’*.

In November 2016, Caplor Horizons facilitated a special meeting of our Board, where we aimed to develop a sense of team spirit, as well as progress some sensitive issues about our structure. This proved to be a huge success, with many of the Directors commenting on the great pace of the day, the sensitive way the decisions were facilitated, and the energy and creativity that Lorna (Pearcey) and Ian brought. I was also extremely impressed with the preparation. Our calls were always very focused, and I felt that the team from Caplor Horizons really listened and heard what we needed from the day, whilst bringing in-depth knowledge and experience. We were also able to explore and work through ideas together. I felt this preparation really paid off on the day.

Caplor Horizons were able to collaborate with us on a very successful event in February 2017 with Charles Handy, the social philosopher and management guru. At this event, we had leaders from the Irish NGO sector hearing and engaging with the latest thinking of Charles, notably from his book *‘The Second Curve’*.

Most recently, Caplor Horizons completed the mid-term review of our strategy from July to October 2018. This was obviously a very important moment for reflection and learning for our network, so we appreciated the thoughtful way that they managed the entire process. In particular, the communication with Peter (Moore), the Caplor Horizons Advisor who led the process, was both open, regular and timely. He delivered everything on time and checked in and/or sought clarification where necessary. He also facilitated an effective validation workshop which sought open and honest feedback. Above all, the written reports were extremely clear and well-written. In particular, the final report was kept short, as we had requested, with a clear set of recommendations that were practical and clear. Overall, we were delighted with the process. It was well-managed, came in on budget, and was very professional.

I highly recommend Caplor Horizons.”