



**Brian Casey**  
Executive Director

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“The Irish Emergency Alliance is a membership organisation, made up of seven Irish registered charities working on international humanitarian emergency relief. Our members are ActionAid, Christian Aid, Plan International, Self Help Africa, Tearfund, Trócaire and World Vision. Together, our members have programmes in a total of 93 different disaster-affected countries across the globe giving the Irish Emergency Alliance a very significant presence to respond quickly to an emergency. The Irish Emergency Alliance is a joint appeals mechanism where Irish humanitarian organisations agree to consolidate our fundraising efforts, demonstrating to the public that we can work together and reduce our administrative and fundraising costs. At the time of major humanitarian emergencies, our members come together to raise money from the Irish public in a coordinated manner.

The Irish Emergency Alliance engaged Caplor Horizons for two distinct and important pieces of work for our organization. In 2022, Caplor Horizons supported us with a board effectiveness review as well as providing us with a road map for what we planned to achieve for the remainder of that year (2023). The second major piece of work we sought Caplor Horizons expertise with was for the development of our strategic renewal process. We are delighted with our new three-year (2024-2026) strategy and the excellent support we received from Caplor Horizons throughout this process.

The open, friendly and engaging process adopted by Caplor Horizons enabled us to galvanise relationships, identify preferences, strengthen team-working, celebrate strengths and identify priorities.

The Irish Emergency Alliance has a strong board consisting of the seven CEOs of its member agencies plus 4 independent directors. All are well-established strategic thinkers and it was great to work with the Caplor Horizons team who share a similar thought-process and ‘big picture’ mindset to ourselves.

In terms of the board process, the detailed and comprehensive methodology agreed with Caplor Horizons involved a number of interlinked parts: two face-to-face meetings with the full board; analysis of semi-structured interviews held with all board members and other key personnel; analysis and feedback from a Board Self-Assessment exercise; and an assessment against the Charities Regulator’s Governance Code standards. Everything was documented and presented in a very thorough and comprehensive report for submission to the Board.



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Similarly for the strategic renewal process, the methodology adopted by Caplor Horizons was very participatory and included both in-person and virtual meetings with our board. Helpful progress reports were generated and they were very open and always willing to make the numerous suggested changes we proposed to the draft. The final version is publicly available on our website.

Caplor Horizons were extremely well-prepared and clearly invested a lot of time and thought into the best approach. They brought great clarity and structure to both the strategic renewal process and the board effectiveness review by not only focusing on what has been achieved to date but also keeping a constant firm eye on where we are going and how we will get there.

Caplor Horizons has a great team of professionals with complimentary skillsets and expertise – many of whom fed into our process. We predominantly worked with Ian Williams; Kemal Shaheen; Lorna Pearcey and Rosie Bishop. The feedback from the board regarding the approach and Caplor Horizons team was extremely positive – so much so that a number of our members have engaged them separately on other pieces of strategic work internally to their organisations.

We went out to tender for both pieces of work and were delighted to select Caplor Horizons who offered an exceptionally good support package which clearly demonstrated good value for money.

Part of the Caplor Horizons support package included individual coaching sessions. I have found this to be extremely rewarding and useful particularly in helping me deal with the multitude of challenges facing an alliance organisation.

I think the greatest benefit we derived from the process was the absolute clarity and affirmation of why we are working together and what we want to achieve for Ireland as an Alliance. The Caplor Horizons team helped galvanise us around our vision and mission which left us with a renewed sense of common purpose and drive.

Without question, Caplor Horizons went above and beyond their commitment to the Irish Emergency Alliance and delivered a highly-professional and valued service to us. They were very empathetic and encouraging in all their communications with me and my entire Board. They were an absolute pleasure to work with from the get-go. I would not hesitate in recommending Caplor Horizons to another organisation – we will be using them again as our Alliance continues to develop and grow.”