

EU-CORD

3-YEAR STRATEGIC DIRECTION
2018 - 2020

18th January 2018

EU-CORD

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Strategic Direction 2018 - 2020

Mission

Christian organisations collaborating for a transformed, just and equal world

Long-term Goal

Through mutual cooperation to make a more significant and recognisable contribution towards humanitarian action, sustainable development, peaceful communities and global justice

Outcomes

- 1. Practice and capacity is improved through knowledge sharing, mutual learning and joint innovation*
- 2. Through collaboration we have mobilised human, financial and network resources for joint initiatives*
- 3. We live out and advocate for social, economic and environmental justice*

History

As a sign of equality, EU-CORD was born in no-man's land in October 1997 when eight agencies (Cord, Medair, SEL, Tearfund Belgium, Tear, Tearfund, Woord en Daad, and ZOA) met in the immigration area of Schiphol Airport and agreed to start the process of forming a network which aimed to help its members to interact effectively together, and with the European Union, in external aid policy and funding.

The original aims were to:

- jointly influence EU decision making*
- share information and experience*
- make the evangelical relief / development sector visible in Europe*

In February 2003, EU-CORD was legally established in Belgium as an inter-denominational network of Christian relief and development agencies, inspired by its Christian values to accomplish its work. It is a non-governmental organisation independent of any political, economic, social or religious authority.

Future Plans

Over the course of two years, EU-CORD has developed an Advocacy Vision and a Theory of Change. This strategic direction document turns that ambition into practice. In many respects it is strategy of continuity and extension of the work that we have already been doing but with more cohesion and clearer alignment to our own organisational strategies.

We succeed by recognising and sharing our individual organisational resources for the mutual benefit of all members of the network and collectively being recognised as a significant contributor to humanitarian and development action in terms of advocacy, policy and practice primarily, but not exclusively, in Europe. As a network we serve each other, and through this service the wider development/humanitarian community, our local partners and communities. This is achieved through

building strong links between their European offices and in partner countries (often through national partners) which are the basis for mutual cooperation and partnership. We show our distinctiveness through the European and Christian identity of our members; our thematic diversity and drive to identify the value-add of working together. The sustainability of the network is met through the self-financing through member contributions of the core budget but we will look for additional funding from members or foundations/donors for special projects.

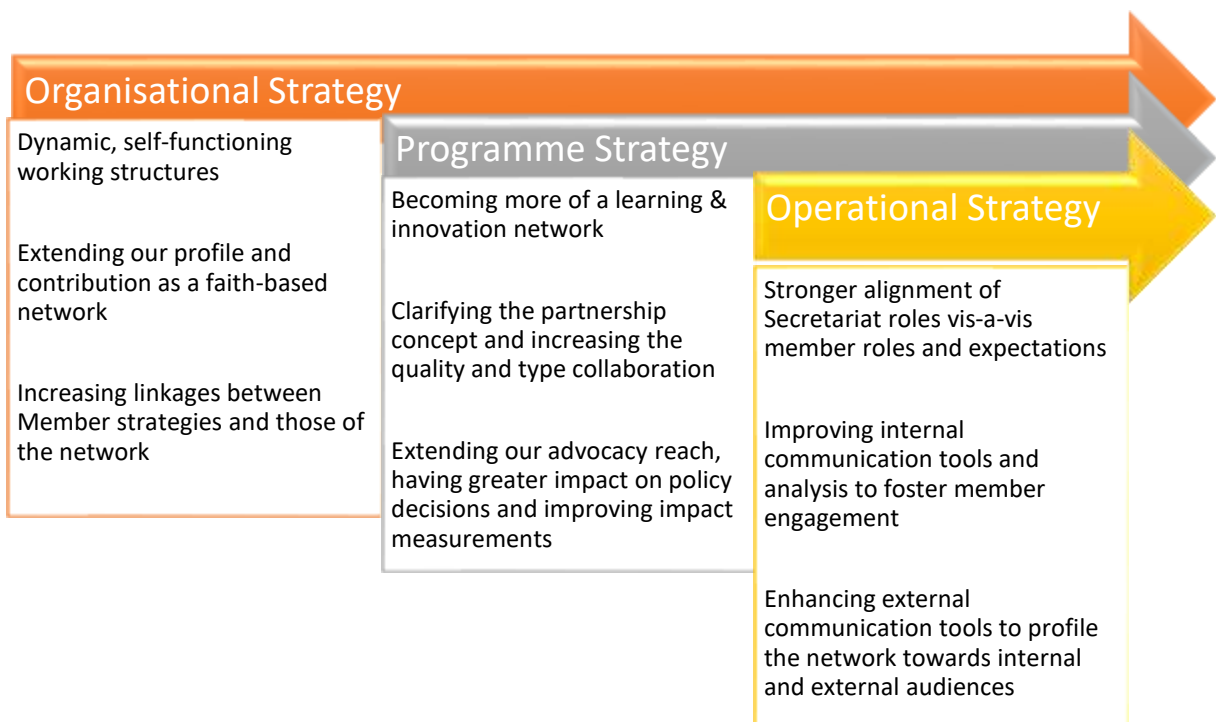
Goals and Strategies

The network faces a number of key questions around which we focus our work for the coming 3-years.

1. How can we build on our current good levels of trust and openness to take **partnership** and collaboration between members (and their national partners) to the next level?
2. How can we encourage and reward **innovative** responses in the different areas our work?
3. How can we extend our **advocacy** reach and show impact?
4. How do we equip each other to support each other through a changing **financial** landscape?
5. How do we maximise and extend our **profile** & reach as a network?

Strategy Summary

The 2018 - 2020 organisational, programme and operational strategies can be summarised as follows:



Organisational Identity

We succeed by recognising and sharing our individual organisational resources for the mutual benefit of all members of the network and collectively being recognised as a significant contributor to humanitarian and development action in terms of advocacy, policy and practice primarily, but not exclusively, in Europe. As a network we serve each other, and through this service the wider development/humanitarian community, our local partners and communities. This is achieved through building strong links between their European offices and in partner countries (often through national partners) which are the basis for mutual cooperation and partnership. We show our distinctiveness through the European and Christian identity of our members; our thematic diversity and drive to identify the value-add of working together. The sustainability of the network is met through the self-financing through member contributions of the core budget but we will look for additional funding from members or foundations/donors for special projects.

Organisational, Operational & Programmatic Strategies

There are the intermediate outcomes that we wish to achieve during the 2018 - 2020 period.

	<i>Intermediate Outcomes</i>	<i>Short-term outcomes</i>
1	<i>Organisational Strategy</i>	
1.1	<i>EU-CORD members are able to relate the network strategy to their own organisational strategy</i>	<i>Members know why and where they can gain and contribute to the network</i>
1.2	<i>Support self-managing working structures with a strong internal communications platform</i>	<i>Members use internal communications platform(s) independent of the Secretariat</i>
1.3	<i>EU CORD is being represented at a Global Level</i>	<i>EU-CORD logically builds on its current profile and reach</i>
1.4	<i>Theological perspectives are defined, communicated and underpins our work</i>	<i>Increased integration of theological thinking in our work</i>
1.5	<i>Re-enforce links with faith-based networks and increases engagement on faith-based value with EU Institutions and others</i>	<i>Increased profile of EU-CORD as a contributor to faith dialogue on relief and development</i>

	<i>Intermediate Outcomes</i>	<i>Short-term outcomes</i>
<i>2</i>	<i>Programme Strategy</i>	
<i>2.1</i>	<i>Strengthen EU-CORD as a learning network</i>	<i>Network has a good basis on which to grow as a learning network</i> <i>More intentional knowledge sharing and mutual capacity building</i>
<i>2.2</i>	<i>Celebrate success, increase knowledge exchange and reward innovative practice</i>	<i>Innovation is encouraged and rewarded</i> <i>Success is celebrated</i> <i>Increased sharing around success and innovation with an internal and external audience</i>
<i>2.3</i>	<i>Maximise the General Assembly as a core moment for engagement and moving the network forward</i>	<i>General Assembly is position as the principle venue for hosting conversation on critical topics in our sector</i> <i>Improved gender diversity</i>
<i>2.4</i>	<i>Take information, capacity and knowledge to share and work together on funding opportunities</i>	<i>Members increase and/or diversify revenue through information sharing and joint collaboration around institutional funding across the humanitarian and development nexus</i>
<i>2.5</i>	<i>Explore opportunities for multi-sector programming and funding opportunities</i>	<i>Strengthened partnerships between EU-CORD members</i> <i>Partnership approach supports existing and new partnership brokering</i> <i>Economies of scale and cost-efficient programming</i>

	<i>Intermediate Outcomes</i>	<i>Short-term outcomes</i>
		<i>Partnership approach is extended to local networks that strengthen linkages between in the countries where we work</i>
2.6	<i>Share knowledge and strategies around engaging with local constituencies, marketing and communications</i>	<i>Increased collaboration around private fundraising and constituency engagement</i>
2.7	<i>Improved resourcing of personnel gaps</i>	<i>Collaboration improves ability and quality of human resource management</i>
2.8	<i>Improved governance and coherence of our advocacy work</i>	<i>Strands of advocacy work across the different working structures are harmonised around the Advocacy Vision document</i> <i>Advocacy work is clearly defined & easily communicated</i>
2.9	<i>Strengthen the Advocacy Forum as a place to share knowledge & develop our advocacy work</i>	<i>Advocacy Forum has ownership for developing advocacy work</i>
2.10	<i>Long-term goals established for each of the 3 justice areas</i>	<i>Reputational growth as advocacy targets perceive EU-CORD as experts on justice</i>
2.11	<i>Build capacity of members to engage in advocacy actions at local, national, EU and global levels</i>	<i>Members increasingly choose to advocate at the European level through and on behalf of EU-CORD</i>
2.12	<i>Members link and collaborate with those working on similar advocacy goals</i>	<i>Increased member engagement around focussed topics</i>
2.13	<i>Members are living out and advocating on justice issues</i>	<i>Network demonstrates policy in practice</i>
2.14	<i>We are able to show internal and external audiences how our advocacy work makes an impact</i>	<i>Impact Report shows positive progress with respect to advocacy goals</i>
2.15	<i>Influence EU, Member State international development/humanitarian & other relevant external action policies</i>	<i>Increased awareness amongst members on EU policy process, implications and opportunities for engagement</i>

<i>Intermediate Outcomes</i>		<i>Short-term outcomes</i>
		<i>Increased and better targeted advocacy contributions</i>
2.16	<i>Promote role of CSOs in EU Institutions/other networks</i>	<i>Role of civil society organisations as development and humanitarian actors is promoted</i>
2.17	<i>Spread engagement of members in representative role in other networks and groups</i>	<i>EU-CORD is active in other networks that provide added value to the achievement of our vision</i> <i>Wider networks value the contribution that EU-CORD brings</i>
3	<i>Operational Strategy</i>	
3.1	<i>Strengthened and more regular communication activities to show actions, relevance and as a network to internal and external audiences</i>	<i>External messaging reflects new network ToC and network revised network identity</i> <i>EU-CORD is more visible towards members with regular and harmonised communication tools</i>
3.2	<i>Roles for, and expectations of, the Secretariat are clearly defined</i>	<i>Revised job description provide clarity around roles and expectations of the Secretariat</i>
3.3	<i>Constitute the working structures with clear roles, mandates and expectations to deliver on the strategy (4)</i>	<i>Working groups are comprised of the right people, working on the rights things</i>
3.4	<i>Members are engaged and contributing to the collective work of the network</i>	<i>Contribution – of varying types – is recognised and encouraged</i>
3.5	<i>Governance systems and accountability mechanisms are robust, appropriate and reflect good practice for the sector</i>	<i>The network has increasing openness and transparency</i>