



EU-CORD Values Survey Results 2022

Faith in Action Programme, 2002

In the summer of 2022, the EU-CORD Secretariat piloted the 'Organisational Values Self-Assessment Tool' developed by the Faith in Action Programme. This report shares our findings and experiences.

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The Survey Questionnaire is attached as an appendix.

Introduction

In 2022 EU-CORD's Faith in Action group developed the '[Organisational Values Self-Assessment Tool](#)' to help members analyse how well their organisations met their stated values.

The group decided to test the toolkit by launching a survey and analysis of EU-CORD's values:

Relationship: *at the heart of the network lies the quality of the relationship between us and those with whom we partner and the degree to which we co-operate.*

Servanthood: *we strive to achieve our mutual goals in a spirit of servanthood, supporting each other while respecting each agency's specific identity.*

Compassion: *through our actions, we show that Christian organisations can bring a professional standard of work that embraces humanity and promotes dignity.*

The objectives of this exercise are:

1. To test the survey toolkit and demonstrate to Members why running such an exercise can benefit their organisation.
2. To use the results to consider EU-CORD's values and to draw conclusions that can help the network to develop.

Experience Using the tool

Lessons Learned

- The methodology assumes that these are the right values for the network. Reviewing the value statements themselves are part of the strategy revision process. In future survey versions, we could ask respondents to comment on the appropriateness of the values.
- The timing of the release of the survey is important. We launched this survey just before the summer as it was run as a test, but better timing would have helped to generate more responses.
- The toolkit methodology requires the organisation to break the down the value into 3-4 measurable statements. How these statements are phrased strongly influences the outcome of the survey. For example, the statements can be simple or require more thinking from the respondent.

As an example, here are some reflections on the 'Relationship' value.

Relationship

'At the heart of the network lies the quality of the relationship between us and those with whom we partner and the degree to which we co-operate'.

Please indicate how much you agree with the following statements

	Strongly Disagree	Disagree	Agree	Strongly Agree	Don't know
1. We are able to develop trusting relationships with EU-CORD members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. We see EU-CORD members are natural allies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. We enjoy good cooperation with EU-CORD members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. EU-CORD helps us to develop better relationships with our national implementing partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- There could have been a mix of positive and negative formulations of the statements. For example, an alternative for Statement 1 could have been, '*We are **unable** to develop trusting relationships with EU-CORD members.*'
- The statements could have been more pointed. Statement 3 could have said, '*We can **evidence** good cooperation with EU-CORD members.*'
- Responses received to Statement 4, on national implementing partners, spotlighted the confusion in terms of how we (the survey compilers) understood (coded) the re-framing partnerships agenda and the role that the network can play in supporting national-level NGOs. While the responses received have helped clarify this, we would re-write this statement in a future re-run of the survey.
- While making statements more complex might make for a more robust methodology, it makes it also demands more of the respondent. Our survey was only available in English and needed to recognise that most respondents would be non-native English speakers.

Methodology

Respondents commented on EU-CORD values by completing a questionnaire. The questionnaire was launched in June 2022 and conducted in English using the online platform Jotform.

The Secretariat broke each value statement into four smaller statements or success criteria for that value. The Faith in Action group reviewed these and pilot-tested the survey.

As this was a text exercise, we did not push for a representative sample. The Secretariat shared the survey with the complete mailing list, and twenty-seven responses were received (10% response rate). The survey was anonymous – we did not ask for the respondent's name or organisation.

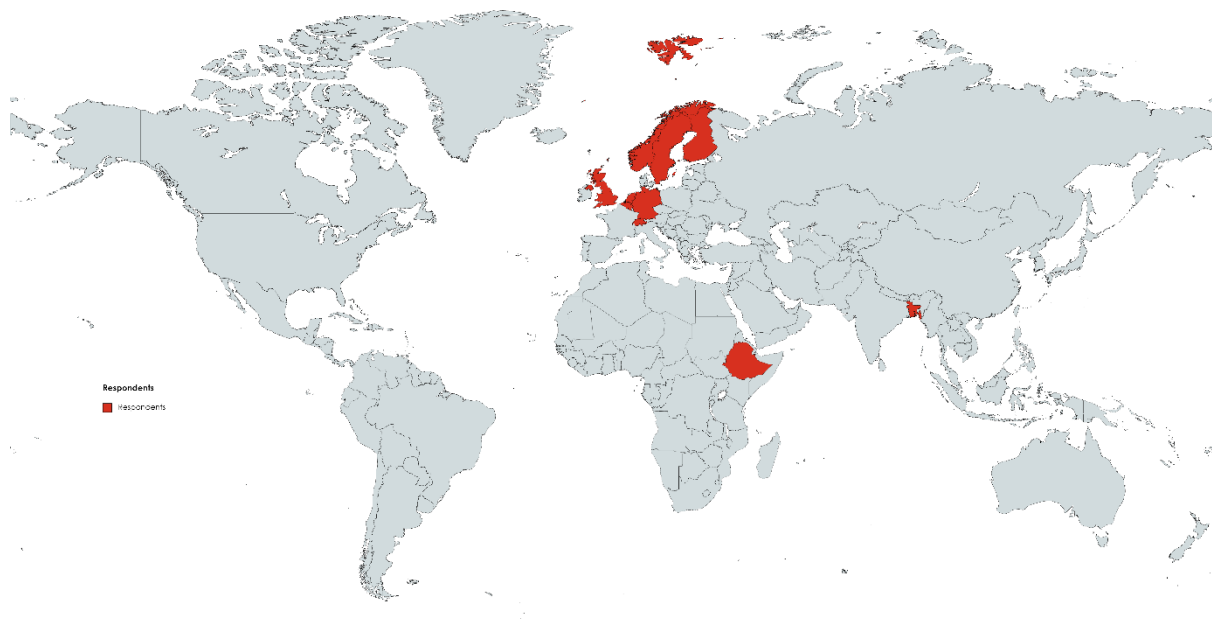
While not full representative, there are several actions identified that can help us to develop as a network. If the General Assembly approves the report, we will integrate those actions into the 2022/23 workplan.

This is the first year that the survey has run. If run on a regular basis (annual or bi-annual) we will be able to develop a comparative report to help us measure progress.

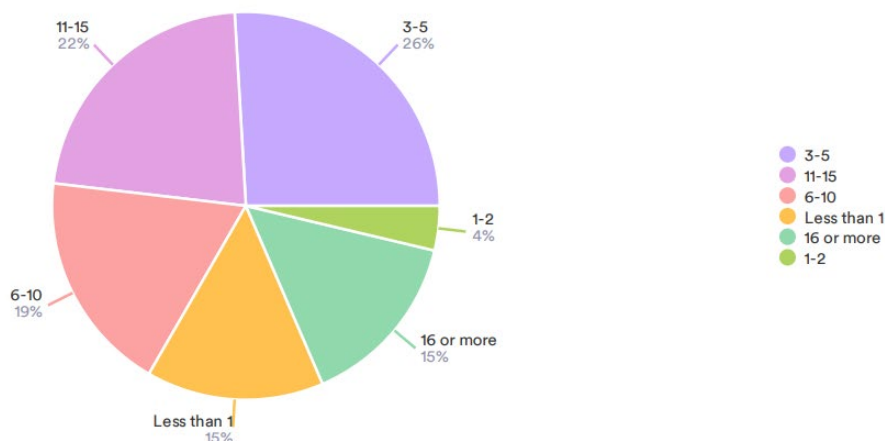
Basic Data

Twenty-seven responses were received, with feedback coming back from 10 countries. The spread of respondent countries is shown on the map below.

70% of respondents identified as male, and 30% female. Most of the respondents were EU-CORD members, and one respondent identified as belonging to a local organisation.



Most of the respondents had five years or more experience of engaging with the network, some less. People's level of knowledge and engagement in the network is also reflected in the responses to the survey and the comments received. Comments are individual – not necessarily reflective on the broader group.



Results, Feedback & Analysis

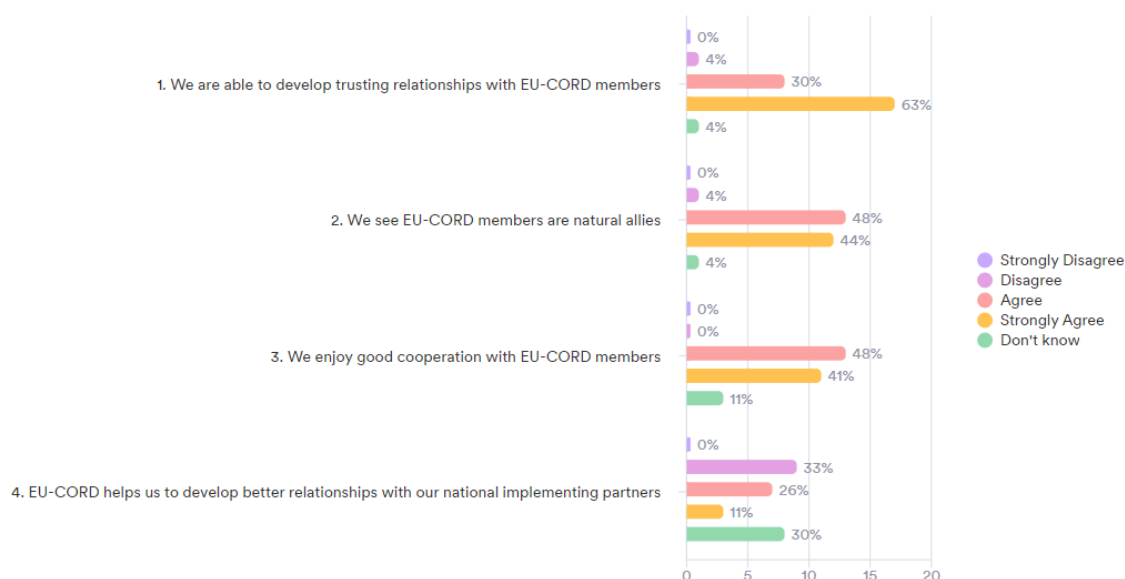
For each value area, we give the value statement (as defined in our 2022+ strategy), a graph showing responses to each of the success criteria statements, written comments against each criterion and, in the boxed section, some reflections on the results. We identify specific actions in the last section of the report.

Value of Relationship

'At the heart of the network lies the quality of the relationship between us and those with whom we partner and the degree to which we co-operate'.

Respondents indicated how much they agreed with the following statements.

The Value of Relationship



Respondent Feedback

Developing Trusting Relationships

- I said 'disagree' because the number of EU-CORD members with which we have collaboration relationships is rather limited. We have those relationships with members from our own country, but the EU-CORD membership is not an important factor here. When we develop collaboration relationships with EU-CORD members in other countries they are 'trusting', but as said, the number of relationships is limited so added value of EU-CORD in this respect can be improved.
- This is what I see happening.
- The relationships we've built are very positive and strong, so important to do this even if there's no "success result" at the end of it.
- Agree seems rather a safe middle ground. Sound relationships are very important, but it is not a goal in itself. The relevance of our programmes to combat poverty and injustice.
- The regional cooperation, networking with EU-CORD members is one big achievement and behind all the statements.
- External funding structures and availability sometimes incentivise cooperation, but sometimes incentivise competition.

EU-CORD Members as Natural Allies

- Highlight the importance of members investing in relationship building as an important value in itself, i.e., even if there is no 'success result' at the end of it.
- I agree, and the Christian identity and the fact that you meet regularly are both important.
- They are often natural allies, but not always the right organisations to work with on a particular project, sometimes they don't have the relationships with donors or approaches that are needed for a certain project.
- I think this is the case.
- Our Christian values means we start from the same place.
- The membership is based on strong identity and values.
- EU-CORD is the main foundation in our work with partnership.

Levels of Cooperation

- In those cases, we co-operate with EU-CORD members, this cooperation is good.
- We work very well together - everyone is open, honest, and collaborative.
- This is what I experience.
- We are all NGOs, that does not always added value to a consortium.
- Ethiopia EU-CORD Network is just established three weeks ago, and we had a wonderful discussion amongst ourselves and identified area of engagement.
- Still a bit more work to be done in understanding where there are synergies but only time can do that.
- EU-CORD needs to trickle down much more at country level. LM International is doing an important work to make it a reality in Africa.
- There is a genuine willingness to support each other in order to reach out our project's participants.
- We just recently started participating in EU-CORD meetings and thus currently we perceive it as a chance to develop good relations (1) with some natural allies (2), cannot fathom yet though how good the cooperation will actually play out (3) or which other relationships may emerge.

Relationships with National Implementing Partners

- I cannot say that EU-CORD has clear added value in this area. We have long-standing relationships with most of our national implementing partners and we invest a lot in these relationships ourselves. This is not something we discuss much with EU-CORD partners. Perhaps we should do this more...
- I don't see this happening. Maybe indirectly.
- I've not been involved in anything that promotes this.
- We are all learning from one another and that's very helpful.
- Although we enjoy trusting relationship with EU-CORD members, enjoy good cooperation and see them as natural allies, we have not discussed how to cascade this

to our partners. However, it can be an area of attention in future: how EU CORD national partners can work better together.

- I don't see at the moment how EU-CORD helps us develop better relationships with our national implementing partners.
- EU-CORD does not play a role for our national implementing partners.
- We don't really look to EU-CORD for this.

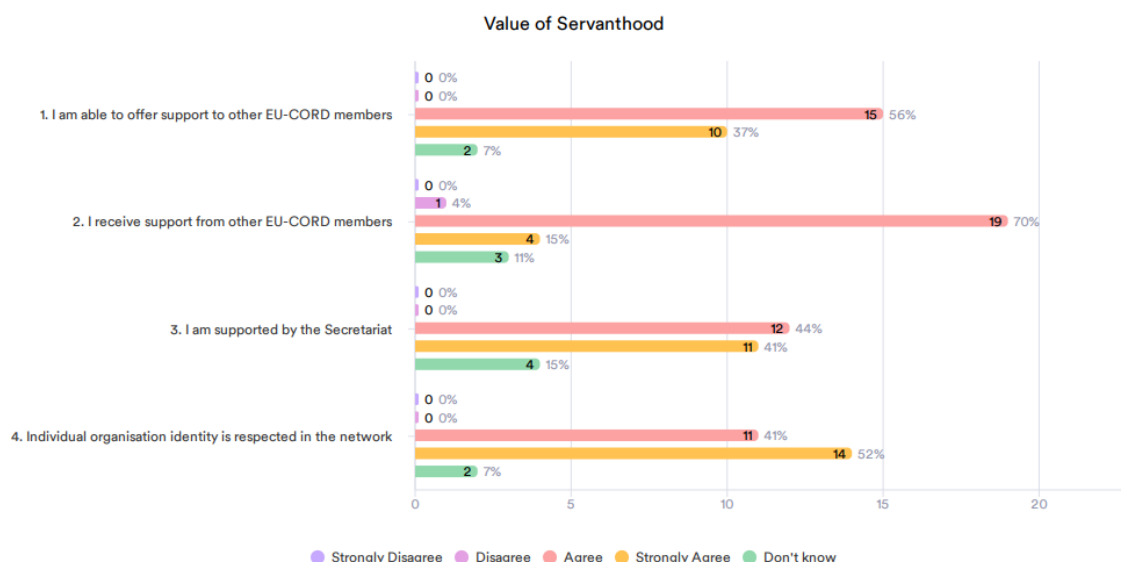
Reflections on the value of relationship

- Our activities seem to be working to connect members and helping members to build relationship with each other.
- The role that EU-CORD plays, or can play with regards national implementing partners is less clear (or needed)
- Members highlight the importance of investing in relationship building as a being of value, even if there is no 'success results' at the end of it but we need to hold the contradiction that relationship development is a means, and not the goal.
- Need to explore how members can develop cross-border relationships – outside of their own countries. For example, encouraging participation in EU-CORD events and helping members to make better use of networking opportunities.
- Where partnerships are established, these are viewed positively.
- It is important for us to show the value of cooperation over competition.
- Many people highlighted that the work being done at country level through the EU-CORD forums is helping us to fulfil the 'relationship' values and that more needs to be done to bring members together at this level.

Value of Servanthood

'We strive to achieve our mutual goals in a spirit of servanthood, supporting each other while respecting each agency's specific identity'.

Respondents indicated how much they agreed with the following statements¹.



Respondent Feedback

Supporting other EU-CORD members

- Mainly through the General Assembly.
- Similar to before, we can only assume we will be able to support others (1), it remains to be seen how strong the support from other members (2) or the Secretariat (3) will be and if individual identity counts (4).

Receiving support from EU-CORD Members

- Mainly through the General Assembly.
- Providing mutual support can improve.
- There is spirit and willingness to share information, and to look for ways to support is each other.

Supported by the Secretariat

- Examples are coordination of the policy influencing work at EU level and coordination and support to the working groups.

- Furthermore, the arrangements for networking and trainings provided by the Secretariat have contributed to the member support we have received.

Recognition of individual member identity

- We experience this as positive.
- The more is the time and effort you put into the network, the more the benefit. At times it is difficult to focus on it.
- Never feel that it's competition rather more collaboration and lesson learning from one another.
- I do agree that we support each other, while respecting identities of individual organisations.

Reflections on the value of Servanthood

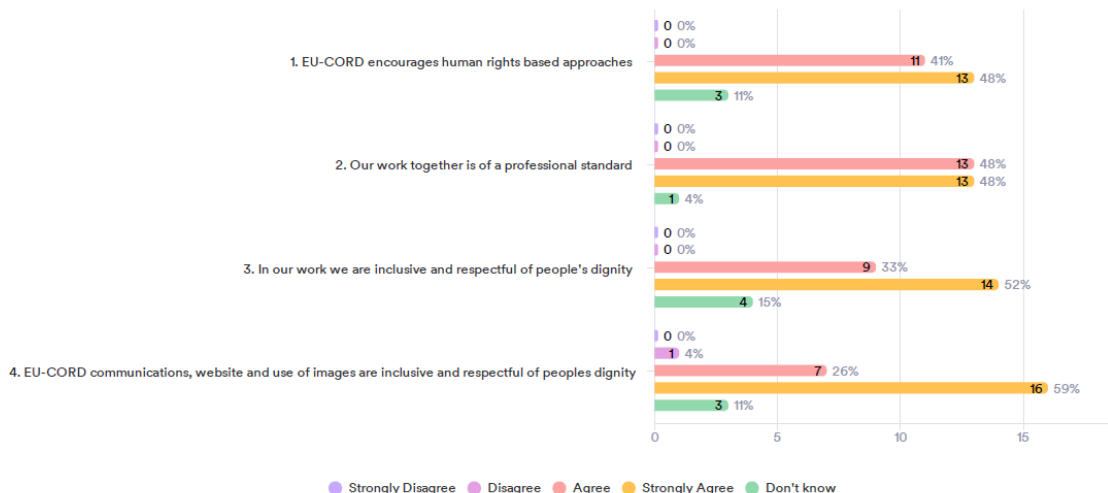
- ❖ Members can perceive that the value of servanthood is being worked out in the network, especially in terms of mutual support. It is also positive that members feel that their individual competencies and identities are respected.
- ❖ General Assembly seen as a key moment where members can both feel supported and give support.
- ❖ There is a spirit and willingness to look for ways to support each other.
- ❖ We seem to be maintaining the right balance between collaborations, moving forward together, and respecting the identities of individual organisations

Value of Compassion

'Through our actions, we show that Christian organisations can bring a professional standard of work that embraces humanity and promotes dignity'.

Respondents indicated how much they agreed with the following statements.

The Value of Compassion



Respondent Feedback

Human Rights Based Approaches, Professional standard of work, Respectful of people’s dignity, EU-CORD Communications, respectful of people’s dignity

- Reporting from the field is totally inclusive and very positive.
- Still could do with more members represented in European meetings on colour, gender, disability, age etc.
- I am not aware of EU-CORD websites/communications.
- Could be better representation of people with colours in websites etc.
- Generally, I agree because I suppose, or trust the statement are true, based on my contacts and experiences. However, I do not know it for sure.

- Regarding all statements, we simply don't know yet.

Reflections on the value of Compassion

- ❖ We received fewer comments for this value compared with the others. While questions of professional standards of work are explored as part of the membership application process, we have not highlighted this element in our communications (how EU-CORD communicates externally as a network or in how members communicate with each other).
- ❖ One of the founding principles of EU-CORD was to show that Christian organisations were also professional organisations, this is an important element in our criteria for new membership, but we can do more to communicate the work that our members.
- ❖ Respondents didn't have a lot to say on issues on the Human Rights Based Approach or whether they can say that their work is 'of a professional standard
- ❖ EU-CORD Secretariat and members need to be mindful of the representation of diversity and inclusion, including in our communications.

Actions to take us forward

Action Summary

1. Consider and better articulate the role that EU-CORD can play in the support of national implementing partners (*value of relationships*)
2. Invite members to share how they work in the network to develop relationships – and what this relationship building leads to (*value of relationships*)
3. Continue to develop and support the regional and country level EU-CORD Forums – maintain as a flagship programme in 2023 (*value of relationships*)
4. Encourage members, and Secretariat, to respond quickly and well to member requests when they seek support (*value of servanthood*)
5. In our advocacy and policy work, continue to show the diversity of approaches and opinions rather than aiming to harmonise a single opinion (coherent but not uniform) (*value of servanthood*)
6. Better link our goal around the role and value of faith-based organisations with professional standards of work (*value of compassion*)
7. In our network external communications, policy and advocacy work show how EU-CORD members are working with a rights-based approach (*value of compassion*)
8. Review of the implementation of our 'Code of Conduct on Images and Messages' – applicable at to EU-CORD communications rather than individual members (*value of compassion*)



EU-CORD Values Survey

In which country are you located?

How many years have you engaged with EU-CORD?

Less than 1

1-2

3-5

6-10

11-15

16 or more

What is your gender?

Female

Male

I'd rather not say

Do you identify with any of the following?

Local organisation

Organisation of Persons with Disabilities

Faith-Based Organisation

EU-CORD member

Values

The following questions relate to the EU-CORD values of Relationship, Servanthood and Compassion.

Relationship

'At the heart of the network lies the quality of the relationship between us and those with whom we partner and the degree to which we co-operate'.

Please indicate how much you agree with the following statements

Strongly Disagree Disagree Agree Strongly Agree Dont know

- 1. We are able to develop trusting relationships with EU-CORD members
- 2. We see EU-CORD members are natural allies
- 3. We enjoy good cooperation with EU-CORD members
- 4. EU-CORD helps us to develop better relationships with our national implementing partners

Feedback for Relationship: why did you give the ratings that you did, and how can we do better? Please start with the number of the statement you are referring to 1-4.

Servanthood

'We strive to achieve our mutual goals in a spirit of servanthood, supporting each other while respecting each agency's specific identity'.

Please indicate how much you agree with the following statements

Strongly Disagree Disagree Agree Strongly Agree Don't know

- 1. I am able to offer support to other EU-CORD members**
- 2. I receive support from other EU-CORD members**
- 3. I am supported by the Secretariat**
- 4. Individual organisation identity is respected in the network**

**Feedback for Servanthood: why did you give the ratings that you did, and how can we do better?
Please start with the number of the statement you are referring to 1-4**

Compassion

Through our actions, we show that Christian organisations can bring a professional standard of work that embraces humanity and promotes dignity.

Please indicate how much you agree with the following statements

Strongly Disagree Disagree Agree Strongly Agree Don't know

1. EU-CORD encourages human rights based approaches
2. Our work together is of a professional standard
3. In our work we are inclusive and respectful of peoples dignity
4. EU-CORD communications, website and use of images are inclusive and respectful of peoples dignity

**Feedback for Compassion: why did you give the ratings that you did, and how can we do better?
Please start with the number of the statement you are referring to 1-4**