



The Development of Indicators and Assessment
Tools for CSO Projects Promoting Values-based
Education for Sustainable Development

MEASUREMENT

**Why values can soon be
imbedded everywhere**

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Values:

behaviour that benefits society

- The individual operates on a spectrum from egotistical to altruistic, infantile to mature, base impulses to cooperative
- In society this is expressed as power-hungry, seeking status and social dominance, versus conscientious, egalitarian, communitarian
- The latter generally contribute to greater social good and higher integration

Challenge for ESDinds

- Many Civil Society Organizations (CSOs) are values-driven or work at the level of values
- How do we measure what the CSOs are trying to do?
- Are there indicators that can measure the changes they are trying to bring to their target audience?
- Can we make value-based change more tangible?

ESDinds Partners

Academic Partners:

University of Brighton (UK)

Charles University (Prague)

Civil Society Organization (CSO) Partners:

Alliance of Religions and Conservation (ARC, UK),

Earth Charter Initiative (Sweden/Costa Rica),

European Bahá'í Business Forum (EBBF),

People's Theatre (Germany)

Project Funding



RTD Partners



University of Brighton



Univerzita Karlova v Praze
Charles University in Prague

CSO Partners



Research Approach

- Project driven by the organizations, not the researchers
- What are the explicit values in each civil society organization?
- Can we find implicit values by interviewing staff and participants?
- How do the values found compare to the research literature on values?

ESDinds initial values

The values for which the project developed 166 indicators are:

- Unity in diversity
- Trust/Trustworthiness
- Justice
- Empowerment
- Integrity
- Respect for the community of life (the environment)

Trust/Trustworthiness

Atmosphere of Trust

1. Trust supports the creation of a positive atmosphere
2. People treat each other with respect
3. Partners feel that different traditions, ideas, and approaches have been respected.
4. Partners feel that their worth and value has been acknowledged.
5. Level of tolerance and appreciation of different genders, cultures and life forms
6. People do not gossip or back-bite about their fellow employees, subordinates, superiors, and partners.
7. Employees discuss honestly any concerns on work or personal issues without reprisals and feel that they are listened to
8. People feel there is a safe space created where they can share their feelings and opinions without fear of negative comments
9. People share personal challenges and issues openly and respectfully with people in the organization
10. People tell the truth even if it is unpleasant
11. Team cooperation is related to the level of trust in the team
12. People feel that decision making and communication in the organisation is trustworthy

Trust/Trustworthiness

Perception and Presence of Trust

13. Individual/organisation/partner is trusted to fulfill their commitments.
14. Partners are trusted to satisfactorily deliver their commitments without the need for formal agreements.
15. Trusted partners are given flexibility to do things differently within a prescribed structure.
16. Staff feel that they are given freedom to develop and deliver their work in the manner they feel is most appropriate, and that the organisation will support them in doing so.
17. Flexible working arrangements are available to trusted staff to enable them to complete their work in the manner they feel is most appropriate.
18. Stakeholders, the local community, partners trust the organisation and/or project partner
19. Stakeholders, the community and partners trust the individuals they have relationships with within an organisation
20. Individuals, colleagues, organisations, partners are perceived to be trustworthy, truthful, honest, transparent, and respectful and practice integrity in their interactions with others
21. Role of trustworthiness in an entity's decision to purchase from/deal with an organisation
22. Existence of collaborative, cooperative, trusting informal relationships
23. Partners trust that each shares a commitment and willingness to collaborate for a similar vision
24. Degree to which the quality of the results from a project is due to the level of cooperation, collaboration and trust
25. People are given large responsibilities that challenge them
26. Trust in peoples capacities leads to active participation

Trust/Trustworthiness

Building and Maintaining Trust

27. Role of trustworthiness in the formation and maintenance of relationships between partners
28. Trust between partners is built on strong personal relationships
29. Organisation maintains support, contact and commitment to partners over the long term
30. Organisations do not ask partners to do things that they didn't want to do, or steer partners in a direction that they did not want to go.
31. Partnerships are not formed with ulterior motives
32. Where trust is lacking, partners take steps to initiate dialogue
33. Open dialogue exists between project partners
34. Differences are resolved through dialogue in a way that produces learning and growth
35. Agreed upon commitments from projects involving cooperation are fulfilled
36. Commitments and responsibilities agreed to are fulfilled
37. Commitments to provide funding or other support to partners are adhered to
38. Goals are reviewed between committed parties to determine what has and has not been achieved
39. Committed parties admit to and rectify mistakes and poor decisions when made
40. Internal and external communications are transparent, fair, honest, and accurate in representing the organisation
41. The organisation is transparent about the process and outcomes of decision-making, openly sharing information with employees
42. Teams identify the criteria they use to assess trustworthiness of each other

Trust/Trustworthiness

Living Ethical Principles

43. Presence and implementation of policies and procedures restricting and disciplining practices of corruption
44. Disciplinary procedures exist to deal with dishonest employees
45. Truth-seeking, non-judgmental, confidential channels, which are trusted, are in place for individuals/teams seeking guidance on the application of ethics, reporting violations and examining violations of ethics
46. Parties are treated with impartiality
47. Presence of a policy outlining ethical obligations (eg. code of conduct)
48. Presence of law requiring transparency, accountability and no tolerance of corruption in public and private institutions.
49. Steadfast commitment to ethical values despite temptations or costs
50. Desirable employees joined the organisation because they perceive it to promote and live by ethical principles
51. Absence of anti-social and corrupt behaviours
52. Individuals/partners/organisation live the values they promote
53. Number of successful negotiations due to perceived trustworthiness and integrity of the organisation
54. People strive to be honest and truthful towards the self – inside and outside.
55. People strive to bring their lives and actions into accordance with ethical values
56. Individuals are consistent in putting ethical values into practice
57. People/communities/ organisations / governments respect human rights and promote them

| Code No. | WE VALUE Indicators (sample from list of 166) | Relevance | | Taken for granted? | Useful to measure this? |
|----------|---|----------------|---------------|--------------------|-------------------------|
| | | Relevant to us | Very relevant | | |
| 1 | Everyone has their place in the team | | | | |
| 8 | Work environment is supportive of people being able to fulfil their responsibilities in their families or personal relationships | | | | |
| 17 | Decision-making takes into account the social, economic and environmental needs of future generations | | | | |
| 20 | People participate actively in developing the entity's code of ethics | | | | |
| 38 | Women feel that they are given equal opportunities to participate in decision-making processes | | | | |
| 45 | People share their skills and abilities freely with one another, regardless of nationality, ethnic origin, skin colour, gender, sexual orientation, creed or religion | | | | |
| 70 | People are taking the opportunity to develop their own visions and goals for projects, and/or for the whole entity | | | | |
| 75 | Entity's activities or events connect participants emotionally to the community of life | | | | |
| 83 | Mistakes are understood as opportunities to learn and improve | | | | |
| 94 | People do not back-bite about others within the entity | | | | |
| 96 | People feel that they can participate in the vision and activities of the entity or project without compromising their personal beliefs or values | | | | |

The project case studies

- Echeri Consultores, Mexico (Earth Charter)
- Lush Cosmetics, Italy (EBBF)
- People's Theater, Germany
- University of Guanajuato, Mexico (Earth Charter)
- Youth as Agents of Behavioural Change, Sierra Leone (Red Cross)

CASE STUDY - Echeri Consultores, Mexico

- A programme working with 9-13 year olds in 15 schools in the Purepecha indigenous communities. It includes arts workshops on environmental conservation and values; guided reflection on local ecosystems; and tree planting workshops, enabling the children to establish tree nurseries in the school grounds and conduct reforestation activities in the wider community.



Echeri Children, Mexico

2 Values to focus on:

- COLLABORATION IN DIVERSITY
- CARE & RESPECT FOR THE COMMUNITY OF LIFE

This led to the choice of 22 indicators...e.g.

We feel girls are valued

Different points of view are listened to

Emotional connection to community of life

Quality in outputs (training in tree planting)

Many different types of Assessment Tools ...e.g.

Use of spiral – spatial/ corporal method

Hand painting + word elicitation

Focus groups

Theatrical comprehension

Key informant



Paint how you felt, when we finished the last project...
(Questionnaire – artistic)





What words go with these pictures that you painted?
(Word elicitation)





Can you 'act out', like in a play, how you plant a seedling?
(Test of knowledge)

Echeri: Values- Based Indicators

What they used to measure:

- number of trees planted
- number of children involved

What they now measure as well:

- emotional connection to Nature
- gender equality
- equality of indigenous members
- empowerment

What they now realise:

These things that are important to them...
are also of interest to their funders

CASE STUDY - Echeri Consultores, Mexico

- A multi-cultural group of around 19 youth aged 12-21, called Juatarhu ("Forest" in Purepecha), meeting every week. The activities of Jutarhu are similar to those of the schools programme, but with greater scope and depth, incorporating large reforestation campaigns and municipal arts festivals.



CASE STUDY - People's Theater, Germany

People's Theater (PT) is a non-profit program based in Offenbach, Germany (staffed mainly by youth volunteers aged 18-25) that uses drama workshops to help school children to explore social responsibility and non-violent conflict resolution. Its philosophy is based on a positive image of humanity, and the view that individuals have a duty to build their own character, develop positive social values in themselves and serve the wider community.



CASE STUDY - Guanajuato University, Mexico

The Environmental Institutional Programme of Guanajuato University (PIMAUG) is a cross-faculty initiative structured around 6 strategic areas:

- a) Assisting students to develop a holistic vision of the environment.
- b) Promoting sustainable resource use and waste management.
- c) Diffusion of a culture of environmental awareness, through a variety of media.
- d) Interdisciplinary research.
- e) Training in environmental issues through diplomas and Masters programmes.
- f) Social participation and inter-institutional partnership.



Guanajuato - Why engage?

- Earth Charter is about transforming values into action, the “heart” of the University
- The University already has good environmental measures, but the deeper dimension of the Earth Charter vision, the degree to which those values are present and transformative, there has been no way to rigorously know. WE VALUE provides a way.
- The indicators articulated deeply held aspirations and priorities which had until now not received systematic attention
- The process of reflection and selection of the indicators, even before measurement, had a significant cultural impact on the PIMAUG unit and enthused participants – transformational learning.

Guanajuato key benefits

- The culture of PIMAUG has experienced a change. The Earth Charter workshop leaders report a greater sense of effectiveness as a result of a clearer and more precise focus on values in their workshop delivery.
- The personal impact of the indicators has affected how a manager has dealt with conflict, and generated a much more participatory approach in her work with volunteers.
- The unit has a greater unity of vision, and participants in the focus group discussions have reported having reconnected or been re-inspired in their work.
- Integrating the indicators into regular evaluation has increased group insight into their own application of values and led to understanding success in terms of values in a practical way.

CASE STUDY - Lush, Italy

Lush is a multinational company producing and distributing handmade cosmetics and toiletries from fresh organic ingredients. The company has a strong ethical policy that precludes the purchase of any ingredient from any supplier that tests any of its materials on animals, as well specific environmental education projects and as numerous policies relating to waste, energy, aviation and the environmental impact of ingredient sourcing. The central office of Lush Italy is based in Milan and has a small number of employees (less than 20 in total) working in management, communication, marketing, accounting and retail. There are also employees preparing certain cosmetic products and distributing imported products. Four shops are located in the Milan area.



CASE STUDY - Red Cross Society, Sierra Leone

The Principles and Values Department of the International Federation of the Red Cross and Red Crescent Societies (IFRC) has initiated and conducted a worldwide programme called "Youth as Agents of Behavioural Change" (YABC). YABC seeks to empower youth to take up a leadership role in positively influencing mindsets, attitudes and behaviours in their local communities towards a culture of peace, respect for diversity, equality and social inclusion.

As part of this programme, the Sierra Leone Red Cross Society (SLRCS) has established an agricultural project composed of four teams of 30 members each. It brings together members of different tribes and chiefdoms - even those who fought on opposite sides during the civil war, which ended ten years ago. These youth live and work together on agricultural sites and participate in YABC workshops relating to non-discrimination and respect for diversity, intercultural dialogue, social inclusion, gender, and building a culture of non-violence and peace.



WE VALUE.ORG

online platform to access and use indicators



The WE VALUE system

Can help with three things:

MEASURING...

- by finding personalised ways to assess
...what is important to *you*

CRYSTALLIZING...

- what is *actually* important to your entity or project

COMMUNICATING...

- to your funders, to the public:
- building a new, shared, vocabulary – *values-based*

The WE VALUE system

Can the MEASURING results be rigorous?

Yes – if you want them to be.

If you want a rigorous measurement of the presence of a particular Value, then you need to be clear which Indicators you consider to be valid for it, and you will need more than one indicator.

If you want a rigorous Indicator, then you need to use more than one Measurement Method.

Often you will be happy with a simple measurement; you do not need to be rigorous every time

The WE VALUE system

How do we know we are really measuring a Value ?

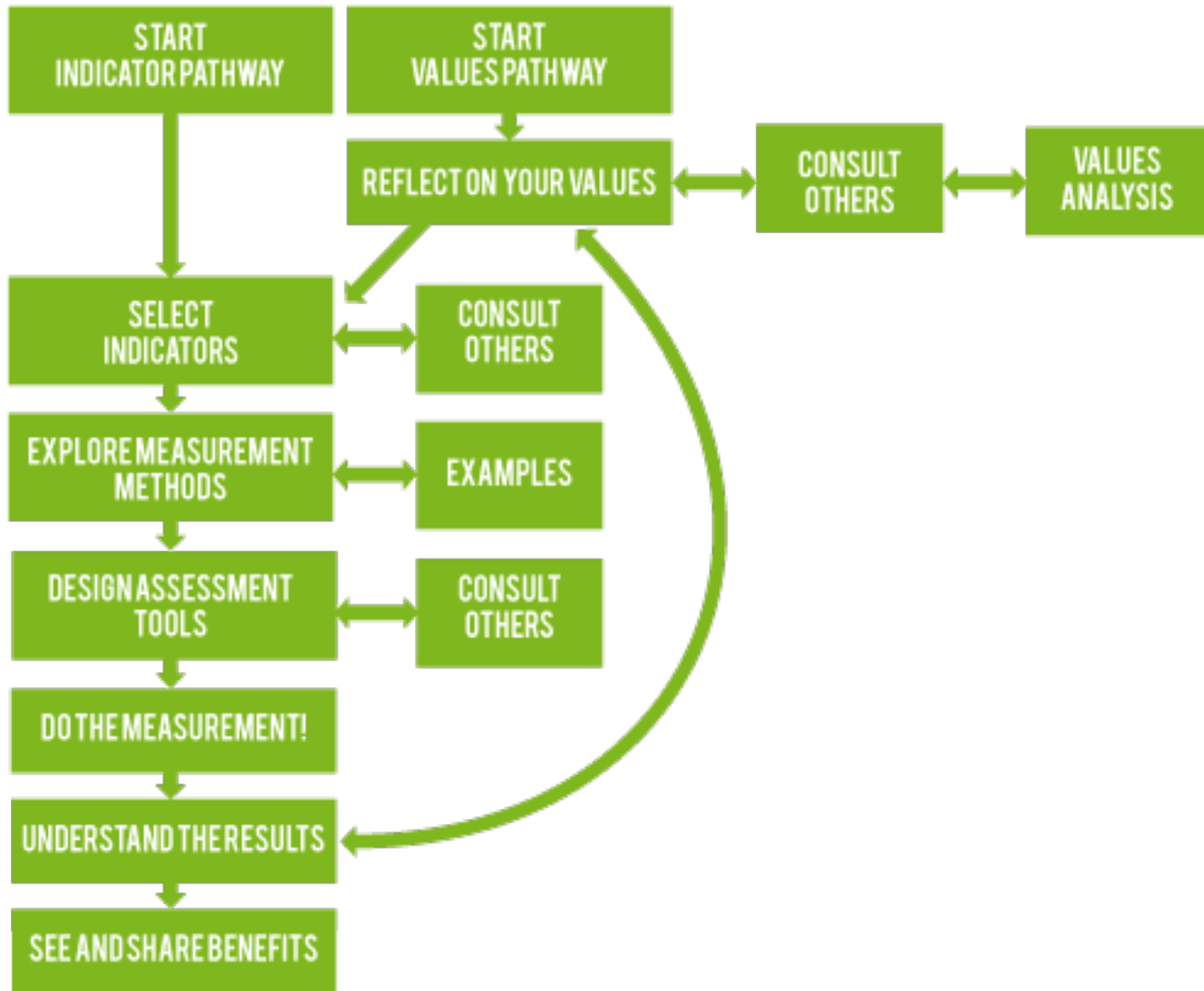
Only you can know that.

No outsider can tell you what the presence of a Value looks like in your entity; you need to decide.

The Master List of 166 indicators comes from many CSOs, so it is not surprising others find it useful.

Then you need to decide what a good measurement of that indicator would be.

The WeValue Process



Indicators: proof of concept

- Measuring behaviours or feelings linked to values is possible
- Agreeing to a common values interpretation can be done within a project or organization
- This gives the measurements internal consistency and validity
- Indicators can show state or change over time

Making the invisible visible

- Indicators can make the values in an organization more visible
- When something can be measured, it becomes important
- Values can then be consciously encouraged or cultivated
- The organization or project becomes more values-driven
- Strong values are linked to more effective outcomes

Imbedding values more widely

- All human activity can benefit from stronger values
- Measurement methodologies are sufficiently flexible to adapt to most situations
- The approach can incorporate almost any values framework
- Measuring desirable behaviours and values becomes positively reinforcing
- Human facilitation may be more effective than a textbook approach

A community of practice

The wevalue.org partnership and website provide a place to take this work forward and share experience

WE VALUE.ORG



A serene sunset scene over a calm ocean. The sun is low on the horizon, casting a bright, shimmering path of light across the water. The sky is filled with soft, golden clouds. In the foreground, the dark silhouettes of palm trees frame the view on both sides.

Thank you

indicators of values may help us to find a path to a sustainable world