



# Organisational morality of Enabel

## Staff perception survey

Business Ethics Network Africa Conference  
8-9 November 2019, Mombasa, Kenya

Belgian development agency

[enabel.be](http://enabel.be)



# What is Enabel?

- **Belgian Development Agency, former BTC-CTB**
- Mission = implement and coordinate the Belgian international development policy
- 14 official partner countries, mostly in Africa, fragile states
- Also working in some other countries implementing for other donors (e.g. EU)
- Mostly working directly with governments in recipient countries

# Values of Enabel

In everything we do, at all levels and without any personal advantage, we guarantee dignity, trustworthiness, sincerity and honesty



We are acutely aware of our social responsibility and want to contribute to eliminating poverty and to building a fair world



We are committed and determined to achieve our personal missions as well as to contributing to the execution of our organization's mission



We respect the identify and dignity of each individual, we cherish diversity and respect the know-how, work and ideas of our partners, commissioners and colleagues





# Background: why this survey?

- Theme of this BEN Africa Conference: ethics and development
- Development aid practised since WWII – still poverty persists (but also enormous progress has been made)
- Get inside look into a major traditional donor in Africa on what staff thinks on ethics and development
- Does staff think Enabel is making a difference?



# Purpose of the survey

1. Gauge perception of Enabel staff on extent to which the work Enabel is doing is:

- Ethical
- Contributes to development

2. Reflect on the theme on ethics in development with Enabel staff and management



# Methodology

- Questionnaire on google forms
- Returned anonymously
- 13 statements
- Likert scale answering options
- Agreement scores
- Analysis of each statement

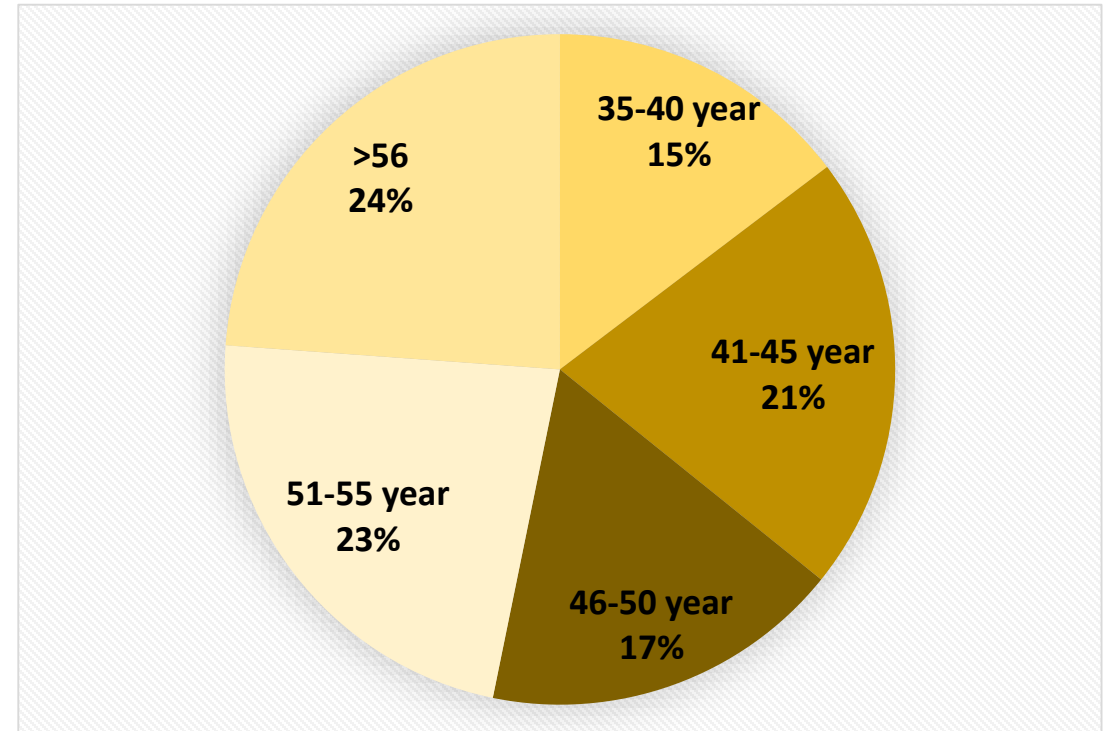




# Demographics

- Only middle management participated
- 57% responded to the questionnaire
- 70% men; 30% women
- Average seniority level is 17 years
- All have master degrees; some doctoral

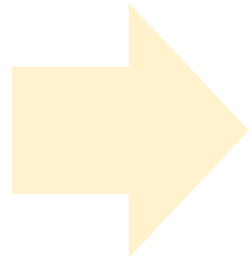
Age categories of respondents





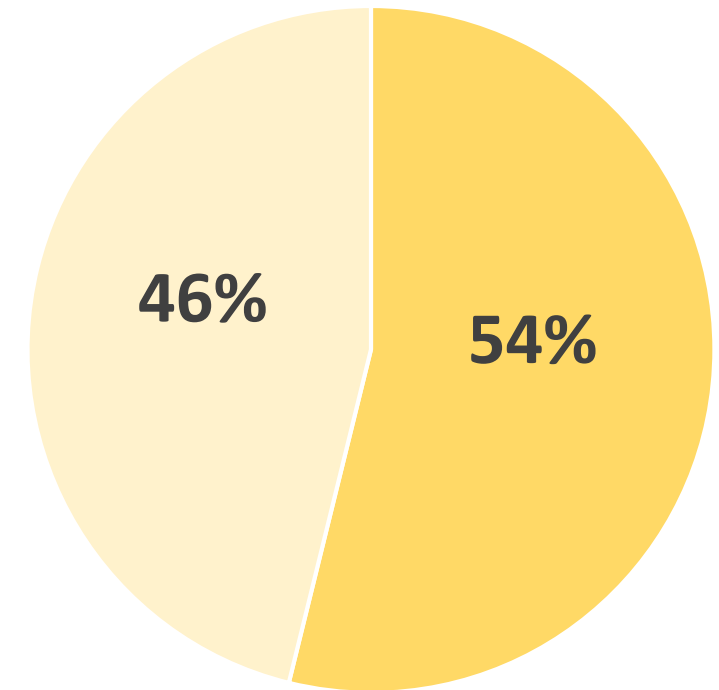
# Findings

- Overall organisational morality score of Enabel = 3.02 which is 75.5% rated moderately (76 = high)



Positive picture with 7 out of 13 statements rated 'high' and 6 as 'moderate'  
No 'low' or 'very low' ratings

Rating of statements

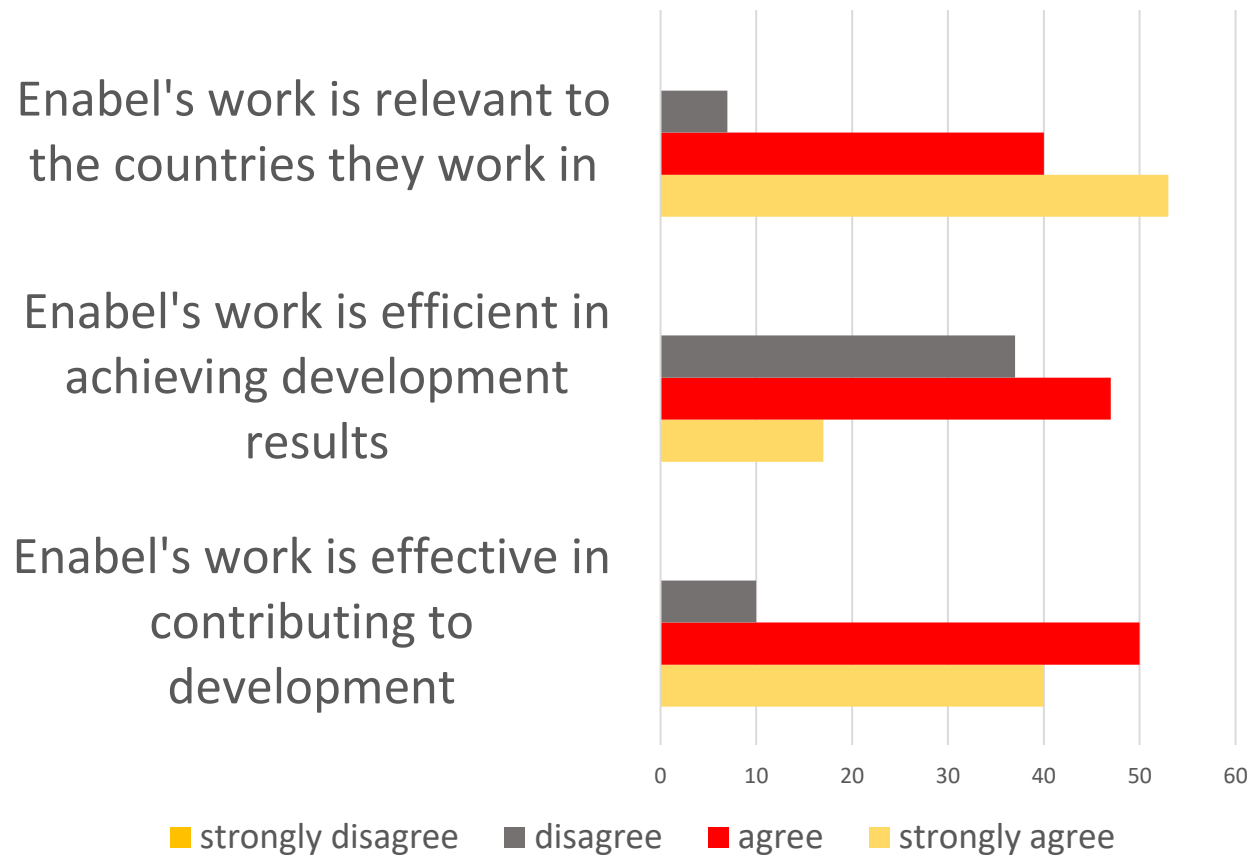


■ high ■ moderate





# Effectiveness, efficiency and relevance of Enabel's work to achieve development



Very high agreement with effectiveness and relevance of Enabel's work (90% and 93%)

Much lower agreement with efficiency of Enabel's work (64%)



# Respect towards the principles of aid effectiveness

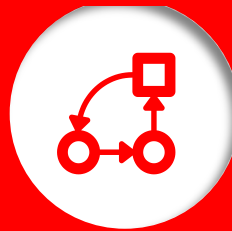


Recipient countries set own strategies


**OWNERSHIP**

**ALIGNMENT**

Donors align behind own strategies and use local systems




**HARMONISATION**



Donors coordinate, simplify procedures, avoid duplication

**RESULTS-ORIENTED**

Focus on results and measure results



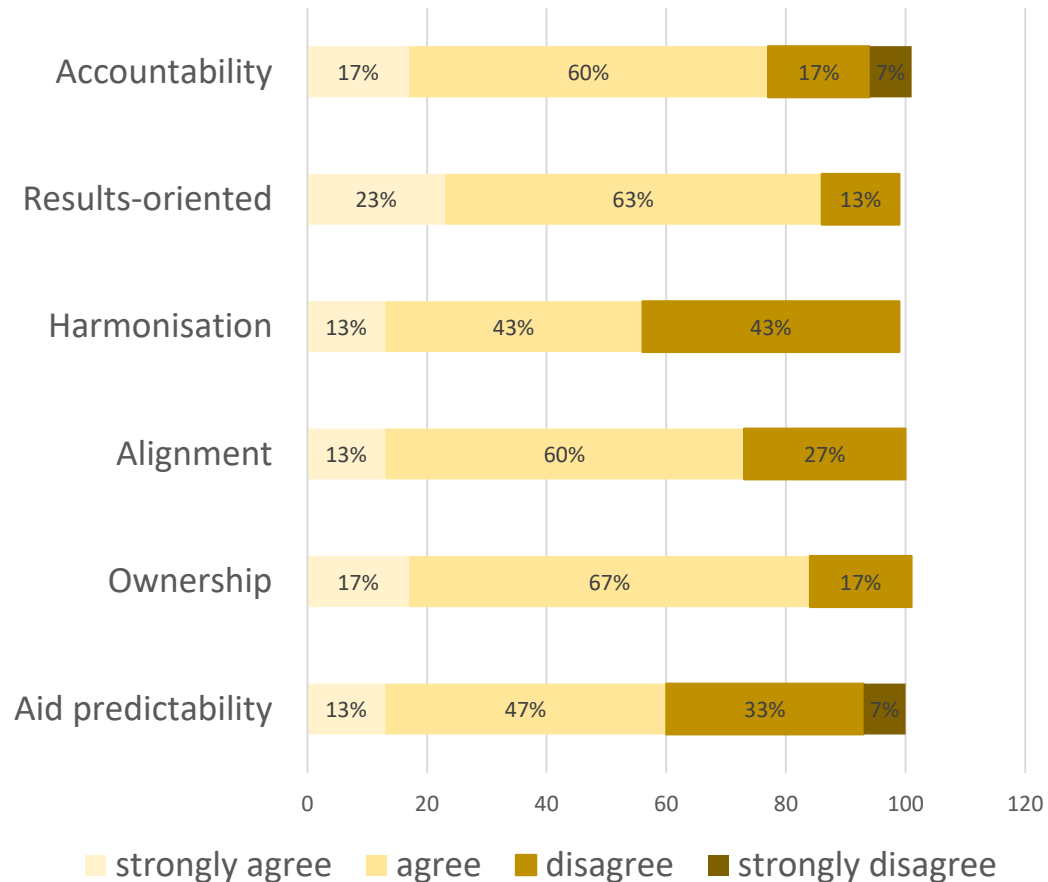
**MUTUAL ACCOUNTABILITY**



Donors and partners responsible for results



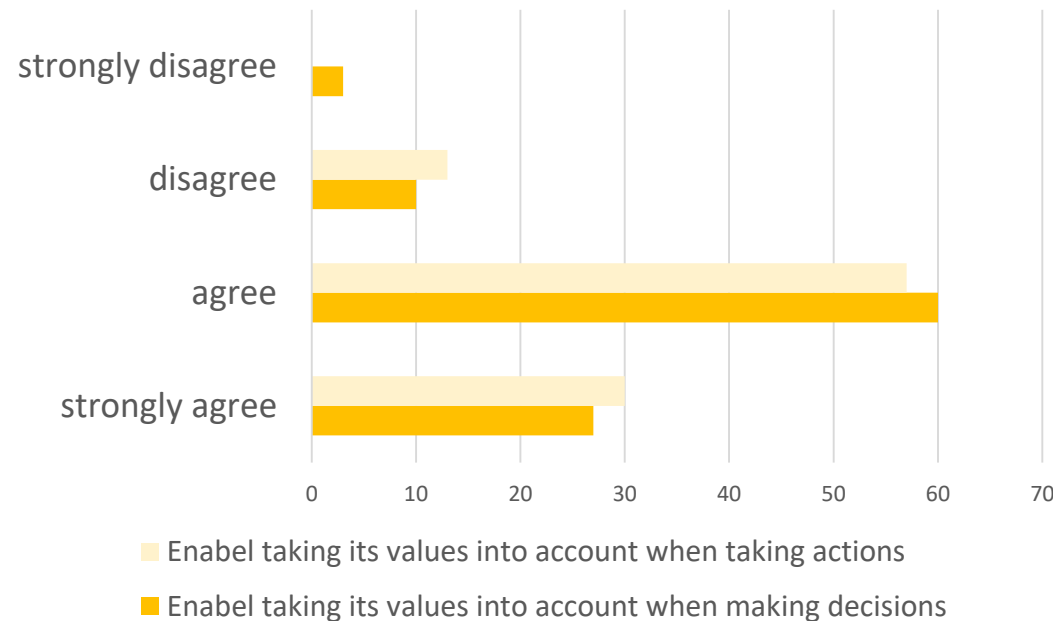
# Respect towards the principles of aid effectiveness



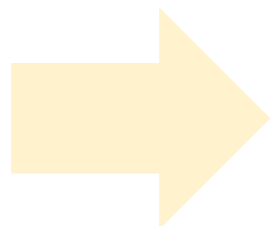
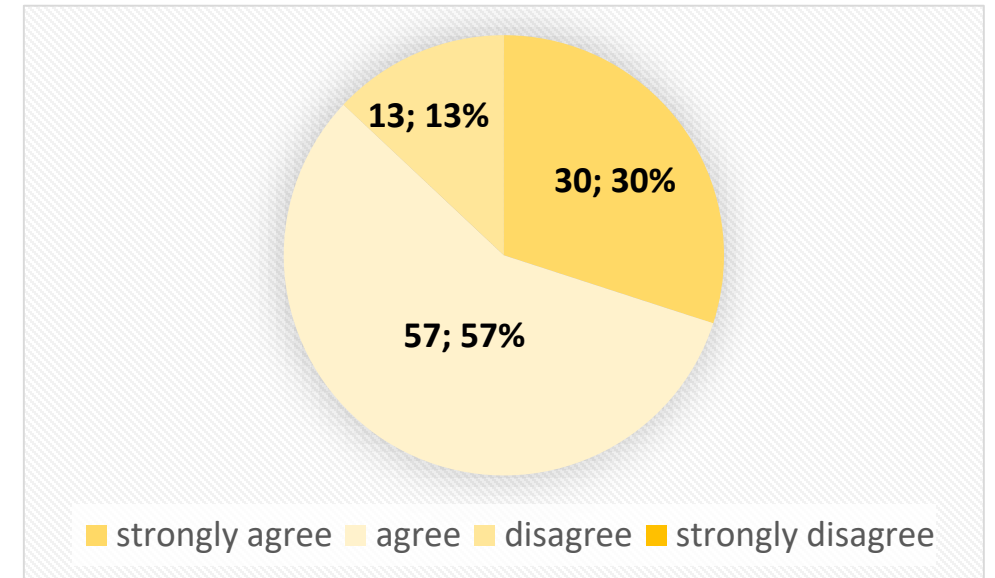
- 58.33% agreement on **alignment**
- 66.67% agreement on **aid predictability**
- 67.5 % agreement on **harmonisation**
- 71.67% agreement on **mutual accountability**
- 75% agreement on **ownership**
- 77.5% agreement on **results-oriented**



# Respecting Enabel's values in making decisions and taking actions



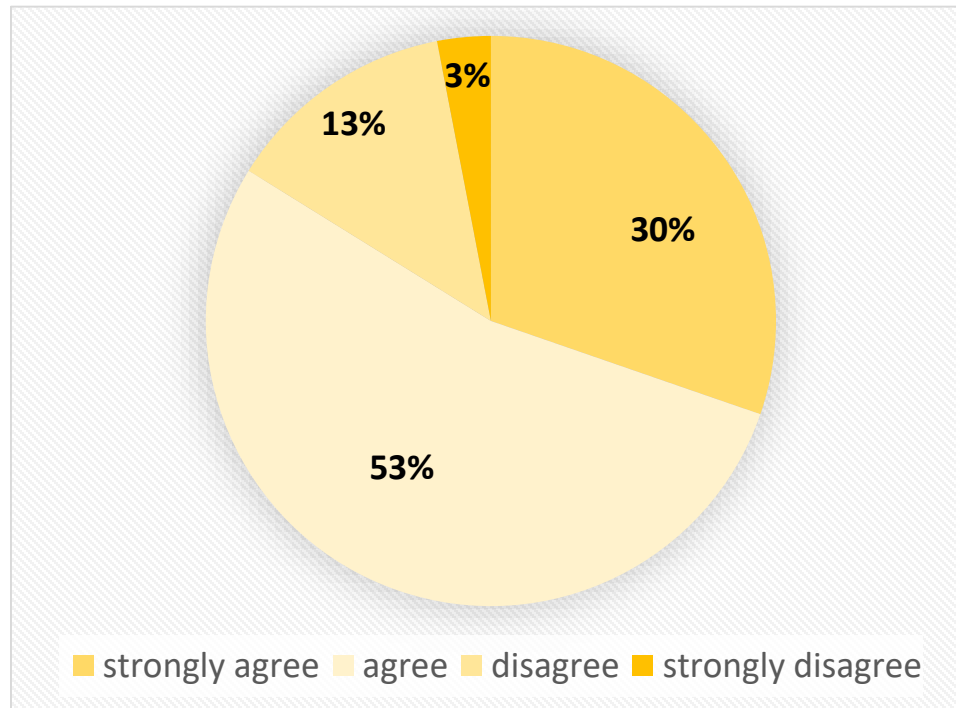
Enabel moral organisation that lives up to its values?



87% agrees/strongly agrees that Enabel takes values into account when making decisions and taking actions



## Does Enabel walk the talk?



About 16% disagrees with this statement which is a matter of concern

83% believes Enabel walks the talk



# Recommendations

- Focus urgently on areas where there is a low score:
  - Aid predictability (66.67%)
  - Harmonisation (67.5%)
  - Alignment (58.33)
  - Efficiency (70%)
- Conduct a full survey including all staff members and also considering other scales (staff satisfaction, organisational culture, satisfaction with leadership, organisational commitment, reporting of misconduct, organisational relations)



# ASANTE SANA QUESTIONS?