



**Accountable
Now**

GLOBAL STANDARDS LOCAL TRUST



Educo
Independent Review Panel Feedback
Accountability Report 2017
Review Round October 2018



Educo

Feedback from the Independent Review Panel

Review Round October 2018

16 November 2018

Dear José M. Faura,

Thank you for submitting your accountability report. We, the Independent Review Panel of Accountable Now, appreciate your efforts to continuously strengthen accountability to communities, local partners, supporters, staff, donors, or other key constituencies. Our key focus is on accountability to those you serve. It is against this background that we critically discussed your report and came to the individual assessment below.

Educo's seventh report is a concise interim report covering key developments in organisational accountability and providing further information on the one area the Panel had flagged in its last improvement analysis – global talent management.

The opening statement from Executive Director José M. Faura indicates **institutional commitment** to accountability, identifying organisation-wide progress with the creation of new units and working groups to promote transparency, accountability, and learning. Areas for progress in 2019 are also flagged, which the Panel appreciates.

Educo has responded in detail to the Panel's questions around global talent management, and the information provided is indicative of a comprehensive, progressive, and self-reflective approach to performance reviews and staff training.

Finally, the Panel notes positively a revamped accountability section on Educo's website, with an infographic of the various accountability and transparency mechanisms in place and links to relevant industry standards, organisational policies, and accountability reports.

Our intention is that this feedback letter, and any response you may wish to provide, is made publicly available on the Accountable Now website along with your report – as it is the case with all previously reviewed reports. However, should there be errors of fact in the feedback above or in the note below; we would of course wish to correct these before publication. Please share any comments or amendments by 14 December 2018. If you have any other feedback or comments on our work, please share them with us by sending them to the Accountable Now Secretariat.

Yours sincerely,

Mihir Bhatt

Jane Kiragu

Danilo Songco



Educo's Accountability Report 2017

Review Round October 2018

PROFILE DISCLOSURES

I. Strategy and Analysis

1.1	<p>Statement from the most senior decision-maker</p> <p><i>Fully addressed</i></p> <p>The opening statement from Educo's Executive Director José M. Faura provides an overview of key steps taken to improve and align the organisation's accountability practices and place accountability at the top of the agenda. This includes the creation of an Accountability and Policy Unit to promote a culture of accountability and the launch of Policy and Standards Commissions in each country office to coordinate implementation of organisational policies and standards.</p> <p>Working groups were established to test (and eventually scale) innovative initiatives to achieve the goals in Educo's theory of change, and a new HR management system was rolled out. Educo also received a number of seals/accreditations from Spanish institutions, certifying their transparency and accountability.</p> <p>Looking ahead, 2019 is identified as a year of transition between strategic cycles, and implementation of an Open Information Policy and Anti-Fraud and Corruption Policy is planned.</p> <p>The Panel notes these developments positively and is also pleased to see Mr. Faura joining the Accountable Now Board in 2018. We look forward to hearing more about Educo's progress in its next full report.</p>
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Significant changes in the organisation since the last report

In addition to the changes mentioned in the Executive Director's statement above (creation of an Accountability and Policy Unit and launch of Policy and Standards Commissions in country offices) Educo created a new Development, Planning and Strategy Division to lead on its Theory of Change process and foster a more strategic approach to annual planning and budgeting. In the next report, the Panel looks forward to an update on how these are working in practice.

Some changes relating to country offices include steps to begin disassociation from the Peru and Ecuador country offices, closing of the Ghana office (the Panel would be interested in the reasons for the disassociations and closure of offices), and



management of Educo-funded programmes in Cambodia by ChildFund Cambodia.

PERFORMANCE INDICATORS

IV. Human Resource Management

LA12	<p>Global talent management</p> <p><i>Fully addressed</i></p> <p>The report responds clearly and with detail to several questions the Panel had asked in its last feedback letter.</p> <p>Regarding efforts to increase the percentage of staff undergoing formal review processes, Educo points to progress made in the reporting period, with training on the performance appraisal process carried out in offices in Asia, Latin America, and Spain. By the end of 2017, 61.5% of staff were undergoing formal reviews (an increase from 50% in 2016) and with further training planned for Africa and Bangladesh offices next year, 100% of staff are planned to be trained and participating in formal performance reviews by the end of 2019.</p> <p>The Panel had also enquired about outcomes from a pilot of a new HR management system in Educo's Asia country offices. Initial outcomes are summarised. The new system seems to empower managers by giving them better tools to allow them to make more informed decisions. Key learnings are that training needs to be offered to all management roles, not just senior management, which is now being implemented, and that the system's methodology needs to be adapted to Educo's specific context. In 2017 and the first half of 2018, the system was rolled out in Latin America and Spain, and will be rolled out in Africa in 2019.</p> <p>Regarding Educo's approach to performance appraisals, the response explains that the new review process is aligned with a human-rights based approach. A comprehensive and open review process includes 4-5 people (external as well as internal contacts) who have worked with the staff member, as well as their manager, to evaluate their performance. This reduces the possibility of a biased outcome and maximises objectivity. The multidirectional appraisals also lead to greater participation and empowerment of staff, as they break away from traditional hierarchies. The new appraisal system focuses on purpose, delivery, and engagement, with the latter point examining how staff collaborate with others in their work. The Panel is impressed by Educo's approach and would be interested in whether staff have provided</p>
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feedback on the review process – does it seem to be appreciated by staff?

Finally, the Panel had asked about how Educo's online learning platform, the Development Room, has been used and what outcomes have been seen. The response outlines the various courses offered on the platform (39 new courses were introduced in the reporting period) and notes that the sharing of staff knowledge within the organisation is a key benefit. The Panel notes positively that Educo is planning to change courses/methodologies which were not positively evaluated by students.

Overall, Educo's efforts on global talent management appear to be comprehensive, meaningful, and progressive. The Panel commends Educo on its approach, and with examples of how processes work in practice in future reports, this could become a good practice to share with other Accountable Now members.