

31st December 2019

Dear Members of the Independent Review Panel,

Many thanks for your thorough and detailed assessment of our 2018 Accountability Report. We feel that your comments accurately represent where our strengths and weaknesses currently lie and, as such, we take good note of all the feedback as we plan Educo's work for the coming years.

In response to your question about our new strategic plan (reporting question A2), we would like to clarify that we are currently defining the three key elements of our new institutional planning cycle: our Global Impact Strategic Framework (2020-2030), our Global Programmatic Framework (2020-2025), and our Global Organisational Framework (2020-2023). These three documents will replace the previous model of a 4-year strategic plan and should be completed during the first trimester of 2020. During the second trimester of 2020, country offices will develop their own Country Programmatic Frameworks and Country Organisational Plans, in line with the global frameworks. The new institutional planning cycle puts results-based management and impact measurement at the centre of what we do, so it also represents an important change in our way of working.

In response to your comment on suggestions, complaints and commendations received (reporting question E3), we would like to confirm that our annual Complaints and Feedback report is now available on our [website](#) in English, Spanish and French. We are pleased that this report is now available externally as of this year.

As discussed during our recent call, we have identified five main areas to focus on during the next reporting cycle:

1. **Indicators for measuring impact:** how we measure the impact of our work and defining strategic indicators as part of Educo's new global strategic framework (relating to reporting question A2).
2. **Learning tools:** how we capitalise on learning, both at a programmatic and an organizational level, and how we share learnings with internal and external stakeholders. Progress in implementing and updating learning tools (relating to reporting question B2).
3. **Feedback and complaints mechanisms:** progress in the implementation of our Feedback and Complaints Policy, both the setting up and use of child-friendly feedback mechanisms, and mechanisms for Educo staff (relating to reporting questions J3 and J4).
4. **Staff training and development:** progress in the definition of global criteria for training and staff development and in the use of the 'Development Room' platform (relating to reporting question H2).



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5. **Financial analytics:** progress towards the development of a financial monitoring system in Business Intelligence which allows for effective decision-making with a global view of Educo's financial situation (relating to reporting question I2).

We will update on progress towards these and all other Accountability Commitments in our next report.

With thanks and warm regards,



José Faura  
Executive Director  
Educo