

12th January, 2016

Dear Members of the Independent Review Panel,

We would like to thank you for the detailed feedback on our 2014 Accountability Report. We are very pleased to note that the panel considers Educo to have made a great improvement in comparison to previous years and that several areas are seen as good practice examples for other NGOs. We also particularly welcome the recommendation to submit a full report every two years from now on; since real change takes time, we feel that reporting over a two-year period will make it much easier to demonstrate progress on the issues we are working on.

In the table below we have responded to some of the points highlighted in the feedback in order to clarify information presented in the report. However, we want to stress that we will strive to address all the issues raised by the panel, and will inform on them in our next full report.

With thanks and warm regards,



José Faura
Executive Director
Educo

Indicator	Comments
2.8	"A minor clarification on the number of employees would have been practical – are all 934 staff fully employed or are there interns or volunteers included in this number?"
	This figure (934) refers to fully employed staff. The breakdown of staff by country, contract type etc is available on page 31 of the report.
	"The web link to the audited financial statements is very useful at this place; however, it leads to the landing page of Educo's website. While the statements can be found, a direct link to the financial statements would have been more useful here."
	The correct link to the financial statements is: https://educo.org/Educo/media/Documentos/InformacionFinanciera/FUNDACION-EDUCACION-Y-COOPERACION-CCAA-2014-english.pdf?ext=.pdf
4.1	"The board conducts performance reviews of itself but the report says this is done twice "during its period of mandate, one at the halfway point and the other at the end". Does this imply that all trustees rotate off at the same time? This would be a questionable practice in terms of continuity and balance of power between the board and management."
	As stated in our articles of association, the members of the Board each have a five-year mandate and therefore rotate off at different times. Our Good Governance Code establishes that, when rotating members of the board, we must aim to maintain a balance between change and continuity. The periodicity of the performance reviews was established based on the appointment of Educo's first Board of Trustees, which is why it was decided to conduct a review twice "during its period of mandate, one at the halfway point and the other at the end". In practice, this means that the Board performance reviews should be carried out approximately every two and a half years.
4.3	"It is furthermore not elaborated on the independence of individual Board Directors, e.g. how many are non-executive (e.g. Jose Faura is listed as Vice Chair of the Board as well as the Executive Director)."
	With the exception of Jose Faura, the other 7 members of the Board are all non-executive.
NGO2	"The response omits to elaborate on the number and types of formal complaints received (e.g. via the email address opina@educo.org), how they were handled, and whether these complaints have been resolved in a timely and satisfactory manner."
	During 2014 we received a total of 43 complaints and suggestions via our feedback mechanisms. These were broken down as follows: <u>Type of feedback</u> Complaints = 15 Suggestions = 28 <u>Stakeholder groups</u> Internal stakeholders = 30 External stakeholders = 13

	<p><u>Feedback channel</u> Drop boxes = 23 Email opina@educo.org = 9 Contact centre = 9 Social networks = 2</p> <p>All of the issues presented were addressed in a timely and satisfactory manner.</p>
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