



**Accountable  
Now**

GLOBAL STANDARDS LOCAL TRUST



**Educo**

## **Independent Review Panel Feedback**

Interim Accountability Report 2019

Review Round October 2020



# Educo

## Feedback from the Independent Review Panel

Review Round October 2020

4 November 2020

Dear Pau and Jordi,

Thank you for submitting your accountability report. We, the Independent Review Panel of Accountable Now, appreciate your efforts to 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 9th Accountability Report clearly addresses the reporting questions identified at the last feedback call (outlined in written in the [response letter](#)). Although it is a short interim report, it reflects dynamic accountability practices are enshrined in the organisation.

The report would have benefited from including, as annexes or through a link when possible, materials or documents mentioned in the report such as the new Monitoring, Evaluation, Accountability and Learning Manual, and the Annual Feedback Report. The panel also recommends to perform the self-scoring assessment as it helps to reflect on how the organisation is progressing towards its aspirations on each of the reporting questions.

The panel commends the new institutional monitoring and reporting system, especially as it promotes accountability and transparency all over Educo.

We will expect your response letter in the next few weeks, which will be made publicly available on the Accountable Now website along with your report and this feedback letter.

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,

Accountable Now's Independent Review Panel





## Educo's Interim Accountability Report 2019

Review Round October 2020

### Opening Statement from the Head of Organisation

The Opening statement by Educo's acting Executive Directors, Pau Aragay and Jordi Cardona, highlights the transition to the new 2020-2030 Global Impact Strategy Framework, which has identified accountability as a key element and a supporting approach that must be integrated into all aspects of work, with the focus now in three key areas: strengthening safeguarding practices, becoming an impact-driven organization, and streamlining the Code of Conduct and whistleblowing systems and practices. An update on these three areas and planned actions are shared.

The statement connects accountability, with learning and trust, highlighting the importance of Educo stakeholders' voices in shaping decisions to, ultimately, becoming more impactful.

Accountability is also highlighted as a fundamental aspect of the minimum Programme Quality Criteria (PQC) that all Educo projects must integrate, and it is also part of the Monitoring, Evaluation, Accountability and Learning mechanism. The panel commends the initiative as it is a very practical approach to ensure accountability is consistently and transversally integrated into programme work.

### Material changes since the last report

In 2019 Educo made important progress towards putting Educo's new Institutional Planning Cycle (IPC) into action, which includes the development of the 2020-2030 Global Impact Framework (which defines Educo's Theory of Social Change). Also the Global Programmatic Framework (2020-2025) and the Global Organisational Development Plan (2020-2023) are being developed.

In 2019 Educo completed the process of disassociation from the Peru and Ecuador Country Offices.

From a governance perspective, In 2019 Antoni Isaac Agilar replaced Julio Molinario Valls as President of the Board of Trustees. In May 2020 Educo's former CEO, José



Faura, left the organisation. Pau Aragay and Jordi Cardona, Impact and Organisational Improvement Director and People and Culture Director respectively, have taken on the role of CoActing Executive Directors during the recruitment process for a new CEO.

## Updates on Identified Improvement Areas

### A. The impact we achieve

A2

#### **INDICATORS FOR MEASURING IMPACT**

In 2019 Educo has identified 3 Social Impact Outcomes (SIO) as part of the Global Impact Framework mentioned above. The SIO and corresponding indicators are listed as well as an example on how the Global Programmatic Framework 20-25 (also mentioned above) applies the indicators.

The panel commends Educo's approach on developing these frameworks, which involved staff, and children and adolescents.

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### B. Positive results are sustained

B2

#### **LEARNING TOOLS**

In 2019, the 2015-2018 Strategic Plan and Country Plans were evaluated through a participative process with the aim being to identify learnings that could be used to inform the new Strategic Framework. The response provides four examples of learnings generated from the evaluation: two from Strategic Plan and two from the Country Plans.

A new institutional monitoring and reporting system was set up, which is based on bi-monthly and end of year reports on progress and challenges, produced with inputs from head office, regions and country offices. At programme level, a new MEAL manual has been completed,

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	<p>and is being shared internally as well as within the ChildFund Alliance. This is commended by the panel.</p> <p>The Panel also commends the initiatives aiming to share learnings externally with children and adolescents, and with partners, communities and authorities.</p>	
<p><b>H. Staff and volunteers are enabled to do their best</b></p>		
H2	<p><b>STAFF TRAINING AND DEVELOPMENT</b></p> <p>The new Learning, Training and Development Policy is being finalised and will outline Educo's overall approach to learning and development. A key element is increasing virtual training and learning opportunities through the 'Development Room', Educo's global online learning platform. Internal specialists will play a trainer role that, in combination with online courses, will help to strengthen organizational capacities in the sectors of Education and Protection in emergencies.</p> <p>A performance evaluation system is in place. It includes an assessment of how the individual inspires, empowers and involves stakeholders.</p>	3
<p><b>I. Resources are handled effectively for the public good</b></p>		
I2	<p><b>FINANCIAL ANALYTICS</b></p> <p>Educo advised that they have been working towards developing a global financial monitoring system to help with more timely decision making.</p> <p>Several work streams are in place to develop tools and systems to ultimately facilitate evidence based decision making on financial matters. It is also interesting to note that the new financial monitoring dashboard aims to present the information in the reports in a more accessible format.</p> <p>Key objectives are to reduce deficit and to find a correct balance between reserves and operations to ensure financial sustainability moving forward.</p>	3



<b>J. Governance processes maximise accountability</b>		
J3, J4	<p><b>FEEDBACK AND COMPLAINTS MECHANISMS (<i>internal and external</i>)</b></p> <p>The new MEAL manual, mentioned earlier, describes the tools that will be developed to support teams in the implementation of feedback and complaints mechanisms for stakeholders, especially children.</p> <p>A new protocol for dealing with the feedback sent through social media has been developed in 2019, aiming to make sure that the feedback can be registered and analysed across the organization.</p> <p>Internally, Educo's feedback mechanisms vary according to the context of the country office, usually including an email address and a suggestions box. The whistleblowing mechanism is also described.</p> <p>The panel commends Educo for publishing the Annual Feedback Report for the first time in 2019. This year's report will be available in French and Spanish, as well as English.</p> <p>In the next report, the panel suggests to reflect on some key findings from the Annual Feedback reports and whether any trends can be identified.</p>	<b>3</b>