



## Quality policy

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This quality policy is published on EfC's website and is communicated to all staff, sub-contractors and clients as part of contracting.

### The company

Education for Change Ltd. (EfC) is a consulting and research company, established in 1997, which provides specialist services to:

- Strategy and policy analysis
- Capacity and institution building
- Evaluation and performance management

EfC works within the areas of:

- Education (from pre-school to higher education)
- Development (partnerships, aid effectiveness and governance)
- Information and information systems
- Rights, inclusion, and gender

### Mission statement

EfC strives for affirmative change through education that informs and empowers individuals and through development of efficient, transparent and accountable institutions.

### Core values

The values that underpin EfC work are:

- Commitment to social responsibility and ethical standards
- Empowerment of client, partners and end users through knowledge transfer and sharing of information
- Respect for other cultures, management styles, procedures and preferences

### Our approach to quality

EfC's approach to quality is values-based, focusing on both professionalism and worth to provide our clients with affordable excellence. Our consultation with clients, execution and delivery of contracted work and choice of sub-contractors and associates are driven by three quality values:

- Responsiveness to and respect for client cultures, management styles, procedures and preferences
- Clarity, reliability and validity of contract outcomes
- Completion within agreed timeframes and budgets

### Quality objectives

EfC currently works towards seven quality objectives covering both the quality of outputs and quality of processes and procedures used to deliver those outputs. The table below summarises these quality objectives and the measures used to review and assess our progress towards their achievement.



Objectives	Examples of review measures	Sources of information
1. To ensure effective early communications with the client to establish the client's <b>quality expectations</b> and <b>acceptance criteria</b> .	Documented inception meetings with clients Number of revisions in / expansions on Terms of Reference and work plans	Contracts Inception reports
2. To ensure that E/C outputs are <b>relevant</b> to, and <b>responsive</b> to, client expectations of quality	Number of high approval ratings from clients in feedback Level of re-drafting of outputs	Dialogue with clients Client feedback form
3. To improve the <b>accuracy, reliability</b> and <b>comprehensiveness</b> of E/C outputs and ensure their utility in client decision-making	Levels of error and re-drafting of outputs and deliverables	Quality checklists at contract end
4. To improve the <b>validity</b> of research and data collection methodologies employed by E/C	Size of achieved samples Number of iterations of research instruments used	Project documentation
5. To raise standards of <b>presentation</b> and <b>production</b> of E/C outputs	Levels of error Level of quality production values achieved Use of house styles	Project documentation Client feedback forms
6. To improve internal <b>efficiency</b> and <b>effectiveness</b> of E/C response to contract requirements	Level of duplication of staff time / effort Number of revisions of project work plans Rates of completion of tasks/outputs <u>before</u> deadlines	Activity analysis data Company meetings Client feedback forms Project documentation
7. To improve <b>perceived value</b> of E/C's work among existing and potential clients (in the identified target markets)	Annual number of citations of E/C work Annual number of enquiries / unsolicited approaches from potential clients Annual number of new clients	Professional and research literature Contracts

### Quality management

E/C is developing an expanding set of quality standards covering all work that contributes to the delivery of services and creation of contracted outputs. These standards cover the techniques, tools, required expertise and key procedures and processes necessary to meet our clients' quality expectations.

Quality standards currently exist, or are in development for the following areas:

- Managing sub-contractors
- Producing better documents
- Electronic document and records management

E/C is working towards accreditation under ISO 9000 or equivalent.



One director has designated responsibility for overall quality management, supported by the Office and Projects Manager in quality control, data collection and analysis.

All staff members contribute to quality management through:

- Continuous dialogue with clients
- Self-assessment against quality objectives
- Participation in quality management reviews and appraisal
- Continuous monitoring and appraisal of sub-contractor and associate inputs
- Articulation of skills and professional development needs
- Acquisition and improvement of skills and competencies that contribute to improved quality of outputs and achievement of quality objectives

### Quality assurance

Quality assurance of outputs creates confidence that activities are being performed to ensure that E/C services satisfy the client's quality expectations.

E/C recognises that, to be effective, quality assurance should be independent of the specific project and of the project manager. For each contract a quality assurance adviser is appointed as an external reviewer of outputs, selected either from among E/C's Associates or its senior staff who are not themselves involved in the contract in question.

Quality assurance is also concerned with the wider maintenance of quality standards and the quality of project management process and procedures. Quality assurance is integrated into E/C staff recruitment, management and professional development policies and practices.

### Client feedback

To assist in the improvement of the quality of our services and outputs, it is E/C practice to request feedback from the client at the end of the contract using a feedback form that invites comment on:

- Timeliness
- Communications
- Responsiveness to the needs of the client
- Accessibility and suitability of contract outputs

### Policy review

This policy is reviewed annually, in the context of a company review of the year's work, including feedback from clients, and a commitment to strategic plans for the medium term.

Julie Carpenter

Director

3<sup>rd</sup> August, 2011