



The Link Education Family Principles of Working

Link Education operates in Ethiopia, Malawi, Uganda and Edinburgh. Our partners in sub-Saharan Africa deliver strong and safe programmes that support our beneficiaries and cement our reputation as a global player in the education sector. Link Education International (LEI), based in Edinburgh, has a small team to support fundraising and governance, provide technical and compliance advice, and accesses best practice to steer and initiate change. LEI can also be neutral when Link advocates for change within political economies that may limit engagement for partners. Across the Link Education Family, decisions are collective and power is equal.

1. Collective leadership and decision-making:

- a. Our International Management Team (IMT) is made up of the three Link Country Directors plus LEI's International Programme Director and CEO. This forms the Link leadership team and primary decision-making body that works to a specific remit with an annual work plan.
- b. Transparent and shared financial processes enable evidence-based leadership decisions that fairly impact the organisation.
- c. Link's five Strategic Goals that guide Link's programming to 2030 were developed collaboratively in 2020 by the IMT, LEI staff and all the Link Boards.

2. Equality of Opportunity:

- a. Mutual learning and capacity strengthening across Link. In 2020 staff across Link and at all levels participated in training on Safe Recruitment, Safeguarding Investigations, Fundraising and Unconscious Bias. Training needs are captured and mixed approaches deployed from one-to-one chats, lunch-time learning sessions to more formal workshops and communities of practice - Link Uganda's Finance Manager travelled to Ethiopia to induct the incoming Link Ethiopia Finance and Admin Manager, while the job description of our Knowledge and Impact Manager includes travel across our partners to share Monitoring and Evaluation IT skills.
- b. Link Education Ethiopia has been unsuccessful in recruiting suitably qualified female employees, a gender challenge seen across much of the country. Our internship programme targets talented women who possess either relevant work experience or education for a six-month placement in the Link Education Ethiopia office with a view to assimilating interns into permanent posts as they arise.
- c. The Link family uses shared IT platforms enabling access for all, enhancing cross-team communication, and removing barriers to participation.

3. Harmonised governance:

- a. Aligned business plans developed in each country aid efficiency, support organisational learning and ensure we are all pulling towards the same goals.
- b. Regular Board Chair buddy-meetings and a shared Trustee manual and code of conduct, enables Board members in every Link country to ensure Link achieves organisational excellence.

4. Partnership and collaborative working:

- a. Within the Link family we use experts from across our partner countries to design projects, develop tools and lead adaptations.
- b. We also partner with external experts to develop our knowledge and lead on areas complementary to our work such as Disabled Peoples' Organisations.
- c. We lead and are partners in consortium programmes.
- d. We are active members of action groups such as Girls Not Brides, the African Network Campaign for Education for All and Stop Climate Chaos Scotland.

5. Environmental responsibility:

- a. We prioritise virtual support over international flights.
- b. We participate in national tree planting efforts.
- c. We are mindful of our climate footprint organisationally and programmatically and consider ways in which to reduce this.

6. Champion diversity:

- a. We ensure that the principles of Diversity, Equity and Inclusion are embedded across and within Link's organisational culture and decision-making, for example in programme, recruitment, logistics and procurement.