

Accountability Report

FOR THE YEAR 2018



Adventist Development and Relief Agency
12501 Old Columbia Pike, Silver Spring, MD 20904

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Acronyms

Abbreviation	Expanded Form
ADCOM	Administrative Committee
ADRA	Adventist Development and Relief Agency
AAL	ADRA Accreditation and Licensing
CHS	Core Humanitarian Standard
CSO	Civil Society Organization
HQAI	Humanitarian Quality Assurance Initiative
HR	Human Resources
IRS	Internal Revenue Service
MEAL	Monitoring, Evaluation, Accountability and Learning
NAD	North American Division of Seventh-day Adventists
NETCOM	Network Committee
OVI	Objective Verifiable Indicator
SDA	Seventh-day Adventist
SDG	Sustainable Development Goal
TLL	Technical Learning Lab
WaSH	Water and Sanitation, Hygiene



Statement from ADRA's President



2018 has seen continuous progression of the ADRA Network towards compliance with the Accountable Now standard. A Protection Officer was appointed at the International office, who is developing training materials to enable each country office to have a trained person appointed to the protection role. In September we held our first finance summit for all the Finance Directors of Country offices across the ADRA Network. ADRA worked with Humentum for the enhancement of Finance Director's knowledge of financial systems, financial analysis and forecasting and fraud detection and prevention.

The ADRA accreditation and licensing process (AAL) is a system that will increase accountability across all facets of ADRA, from how we do our programming to how we do our finance, governance and management, portray our image, collect money and store data. It is an ambitious undertaking to require and measure such detail across all 118 ADRA offices. It will shape our trainings, policy development and general assemblies as we fully embrace these standards.

ADRA has five specialist working groups¹ to support excellence across the ADRA Network. Each of these working groups played a significant role in researching and contributing to the accreditation and licensing criteria. Extensive consultation across the ADRA Network provided the foundation for the launch of the AAL process. There is a consensus that while the process will require time it is a positive move and provides Country Offices with a comprehensive tool to inform priority areas for capacity building.

ADRA, as part of its professional progression has launched an Advocacy Department to help us play a bigger role as an influencer and to add scale to the work that we do. Linked with this is the Advocacy working group.

Often your greatest strength can also be your greatest weakness. While being a Faith-Based Agency gives us access to congregations across the globe and access to local actors it also has its challenges when it comes to governance. Most ADRA Boards are chaired by the church leader for that country. The Adventist Church uses the term Union President for the church leader of the country, which comes under a church Division, comprising regional grouping of Unions. Unfortunately, there is a large diversity in the capacity of the Union Presidents to Chair the ADRA Boards. Being an agency of the SDA Church there are challenges if the church leader for the country was to be questioned. To resolve this matter ADRA Management Committees are being established at the Division level. These Division ADRA committees will be made up of Division administration, representation from ADRA International and nominated Board Chairs and ADRA County Directors from the region. These committees will provide regional oversight and because they include the Division administration, they will also bring church authority.

¹ Advocacy, Emergency Management, Finance, Safety and Security, Programs

With the implementation of the AAL process we are exploring whether a franchise-type model would be the best governance model for ADRA. It would allow each country office to maintain their identity as a registered local office but through the AAL process it would allow the ADRA International Board to grant or remove licenses depending upon compliance, thus ensuring consistent standards and practices across the ADRA Network.

Regards,

A handwritten signature in black ink, appearing to read 'Jonathan Duffy', written in a cursive style.

Jonathan Duffy
President
ADRA International

Cluster A: What we have achieved

A. The Impact We Achieve

1. ADRA's mission statement and theory of change

Mission Statement

In 2018 ADRA adopted a 'Purpose Statement' to replace the previous 'Mission Statement'. ADRA's Purpose Statement is: "To serve humanity so all may live as God intended".

Theory of Change

ADRA acts as a catalyst for change by inspiring, engaging and empowering people to strive together for the greater good. In doing so, ADRA embodies values that are grounded in human dignity and respect for peoples' innate capabilities, expressed through ADRA's commitment to well-being as its core development objective, taking a holistic approach to programs, humanitarian response and advocacy. For ADRA, 'holistic' refers to spiritual, social and physical dimensions, addressing the multi-faceted causes of poverty.

ADRA recognizes that key development actors for change are the state, the market and civil society, however natural disasters, corruption, abuse of power and selfishness often prevent those actors from functioning as they should. ADRA responds to this as a civil society network, collaborating and uniting with other powers for good, building trust among different actors, and promoting a climate in which empowerment through participation in the change process is the norm rather than the exception.

ADRA believes that the God-given innate capabilities to create, organize, learn and grow can be released; that people can take ownership of the problems they face, shaping their own futures and determining the changes they seek. This includes sustaining change in women, men, girls and boys facing extreme hardship in natural and man-made disasters.

Self-Assessment

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2. ADRA's key strategic indicators for success

At the ADRA Leadership Council meeting held in Portugal in March 2017 the ADRA Network of offices adopted five change goals that form ADRA's Strategic Framework for 2017 - 2022. The five change goals are:
Change Goal 1.

Greater well-being in the lives of women, men and children living in poverty and distress by increasing collective focus on holistic health and education programs, underpinned by programs for secure and sustainable livelihoods.

Change Goal 2.

Greater capacity to prevent, mitigate and respond to humanitarian emergencies

Change Goal 3.

Rejuvenation of ADRA as a contemporary and effective faith-based organization, as a catalyst for social justice, drawing upon its Biblical mandate and maximizing the synergies in the relationships between ADRA and the SDA Church.

Change Goal 4.

Transforming ADRA International's governance, country-level partnerships, membership, and structure to increase impact.

Change Goal 5

Achieve greater collective independence and organisational sustainability by investing and innovating to change the business model for financing ADRA’s work; develop a coordinated and targeted approach to leveraging funds and other resources through strategic partnerships.

For each of these goals there are objectives, and for each objective there are “Measures of Success”. In total there are 37 indicators against which to measure success.


Self-Assessment

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3. ADRA’s achievements and challenges in meeting the indicators for success

For each of the Change Goals in the Strategic Framework there is a Working Group comprising of senior representatives from across the ADRA Network who have significant experience relevant to the respective Change Goal. These Working Groups provide guidance, advice and support to the Network of offices for the successful achievement of each Change Goal. They also monitor progress. Currently Netcom² is liaising with the Working Groups and Regional Offices to collect data from Country Offices to enable a progress report on the Measures of Success. It is expected this will be reported in the next Accountability Report, along with the challenges that might have been encountered.

Self-Assessment

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4. Significant events / changes to governance and accountability

The development of the ADRA Accreditation and Licensing (AAL) system was completed by the end of 2018, ready to be formally launched at the Annual Leadership Council in Jordan in February 2019. The AAL system must be adopted and applied by all ADRA country offices if they wish to use the ADRA name and logo (license) and access foreign funding (accreditation). Global standards, such as the Core Humanitarian Standard and the Standard for CSO Accountability, have formed the basis of the accreditation requirements. The Board of ADRA International is committed to ensuring every office follows best practice and therefore has fully endorsed the accreditation and licensing process.

The AAL process is managed via an online self-assessment tool. Once the self-assessment has been completed by a Country Office it is submitted electronically to the relevant regional office for review and endorsement for the issuance of either a license or a license plus accreditation. The ADRA International Board will then formally approve the issuance of licences and accreditations. It is planned that by the end of 2020 all ADRA Country Offices will have successfully applied for a license and/or accreditation to continue operating.

In October 2018 ADRA international created a full-time position for a Protection Officer. The Protection Officer leads and coordinates ADRA’s protection program with the objective of providing timely and effective protection to populations of concern, as well as supervising protection

² A Committee comprising of ADRA International Senior Management and ADRA Regional Directors by continent for the management of global ADRA Network affairs.

interventions within ADRA International. A protection strategy that is solutions-oriented and based on a consultative process with the ADRA Network of Country Offices will be developed in 2019.

Self-Assessment

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B. Positive results are sustained

1. What ADRA has done to sustain our work, plus evidence of success

ADRA does not usually evaluate sustainability beyond the end of the project. One of the reasons for this is that sustainability must be measured at least three to five years after projects end to demonstrate true sustainability. However, what ADRA does evaluate during the life of the project is the strengthening of beneficiary capacity, the introduction of improved approaches and the establishment of systems to ensure the long-term sustainability of project outcomes. To complement this ADRA has developed an exit strategy based on the sustainability framework developed by Tufts University. This approach has enabled ADRA to better track project progress and adapt project strategies earlier to enhance sustainable results.

The following examples illustrate this approach to long-term sustainability:

- The JENGA II project, a five-year program with the goal of sustainably reducing food insecurity among vulnerable households in DRC, empowered women’s groups through a literacy component that taught women to read and write, which enabled them to engage in economic activities and leadership positions in their communities.
- In the JENGA II project, beneficiaries were provided with improved varieties of cassava and banana to fight against cassava mosaic and wilt bacteria.
- ADRA in Mozambique and Ghana organized farmers in associations and introduced the market approach that was used in Latin America, which enables farmers to see agriculture as a business. By being introduced to market assessment, production planning and negotiation with buyers this has resulted in farmers increasing their income. It is highly likely that these business practices will continue.

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2. What lessons has ADRA learnt, how these have been shared and their application in the future

All projects that ADRA manages are regularly evaluated and lessons identified. An example of this is learning captured from the Food Security Projects, which was shared internally between the different Projects:

- 1) Recognition of volunteers with certificates during project implementation is not a guarantee for them to continue providing services after the project ends.
- 2) Transferring project activities to government institutions, such as the Ministry of Health and Ministry of Agriculture, is not usually successful because they do not have the resources to continue with the activities.
- 3) Economic activities linked with markets are easy to sustain beyond the project end because the beneficiaries can maintain the relationship with the buyers and there is the incentive of increased income.

Lessons learned are also shared with donor agencies and other organizations that ADRA partners with. Sharing is achieved through written reports and at presentations attended by donors and/or peers. These lessons are then applied when designing future projects.

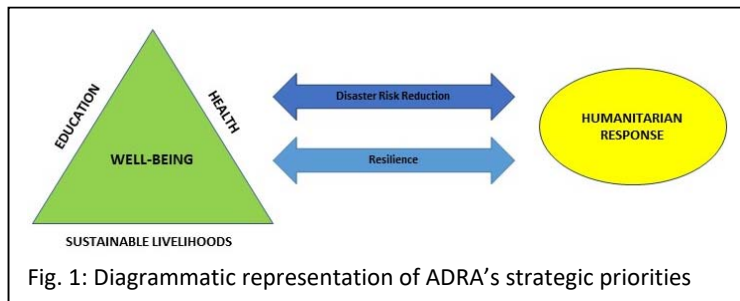
Self-Assessment

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C. We lead by example

1. How ADRA demonstrates excellence on strategic priorities

ADRA’s strategic priorities are focused on health (which includes WaSH), education and sustainable livelihoods, coupled with emergency response (see below diagram).



ADRA demonstrates excellence on the three strategic priorities through the targeted approach of these priorities in the funding ADRA sources and the subsequent projects that are implemented.

During 2018 ADRA International had 25 active grants or sub-grants funded by the US government. Of these 12 were health focused and ten focused on livelihoods. This equates to 88% of the grants specifically relating to ADRA’s strategic priorities.

The other strategic priority for ADRA is humanitarian response. In 2018 ADRA International financially supported and provided oversight for 105 disaster response projects.

ADRA also receives private funding which is then applied to projects across the ADRA Network of offices. In 2018 a total of 32 projects were funded. The following table shows how this funding was allocated:

Sector	# Projects
Education	6
Livelihoods	11
Health	7
Emergency	8
TOTAL	32

Additionally, ADRA partners with UN Agencies for both development and humanitarian interventions. In 2018 ADRA partnered with 12 UN Agencies³ in 29 countries to implement a total of 106 projects that aligned with ADRA’s strategic priorities as follows:

Sector	# Projects
Education	10
Livelihoods	7
Health	42
Emergency	47
TOTAL	106


In support of excellence in these strategic priorities ADRA as an organisation is a member of the following:

- Accountable Now
- CHS Alliance
- Interaction
- Humentum,
- Accord Network
- CaLP
- Core Group
- International Civil Society Centre
- SEEP Network
- Sphere
- US Global Leadership Coalition

Additionally, across the ADRA Network individual offices seek membership in relevant groups to further enhance excellence. For example, in support of ADRA’s excellence in humanitarian response, the Asia Regional Office is a member of the IASC Regional Network for Asia-Pacific. At a Country Office level membership typically includes the following:

- INGO and/or NGO forums
- Humanitarian Country Team (HCT)
- WaSH, Education, Food and nutrition clusters, plus others as relevant for each office.

Self-Assessment

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2. Evidence that ADRA’s expertise is recognised by peers, partners and other stakeholders

One of the ways that ADRA’s expertise is recognised is through sharing ADRA’s experience and technical findings at peer-attended meetings and conferences. Following are some examples of this:

Recognition for Health

- Presentation: *Breastfeeding Challenges in Refugee Situations*
Event: CORE Group Global Health Practitioner Conference in June 2018
- Presentation: *Healthy Behaviors in Complex Emergency Context—Yemen*
Event: CORE Group Global Health Practitioner Conference in June 2018

³ FAO, IOM, UNDP, UNFPA, UNHCR, UNICEF, UNOCHA (CBPF/CHF), UNWOMEN, UNDRR, UNIDO, WHO, WFP

- Presentation: *Tsikonina – Community Use of Local Foods to Address Moderate Malnutrition*
Event: CORE Group Global Health Practitioner Conference in June 2018
- Presentation: *ADRA and Addressing NCDs*
Event: Christian Connections for International Health Conference in July 2018
- Poster presentation: *Community Managed Water Point Chlorination in Yemen*
Event: UNC Water and Health Conference in October 2018

Expertise can also be recognised through the organisation and running of training programs:

Recognition for livelihoods


- The FMS training conducted by ADRA in Ethiopia included participants not only from the ADRA network, but also representatives of NGOs, Ministry of Agriculture and FAO. There has been great interest in the FMS approach expressed by different development organizations.

SPOTLIGHT: Farmer Market Schools

Farmer market school: This is an ADRA-led approach being piloted in Ethiopia, Sudan, Zambia, Zimbabwe and Malawi. The approach is an extension of the FAO FFS (Food and Agriculture Organization Farmer Field School) that focuses on production. The Farmer Market School is aimed at building the capacity of small holder farmers to become key players in the market structure, to expand their market base and engage with the value chain for more profitable results. FAO have shown strong interest and are closely watching the pilot programs as they see it as the second phase to their FFS approach. There is already clear evidence of building the confidence, capacity and market skills of small holder farmers to be key market actors and to be able to respond to the needs of the market.

OFDA recognised the results of work ADRA had undertaken in apiculture in Yemen as evidenced by the scale and success of beneficiary uptake of apiculture IGAs (income generation activities) in the ADRA-managed MANR and SALA projects. Consequently, OFDA requested a market analysis specifically on the market surrounding beekeeping in Yemen so the impacts that it is having can be highlighted and better understood for the longer-term success of the industry.

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3. How ADRA practices inclusiveness, protect human rights including women's rights and gender equality

An analysis of all ADRA's projects identifies ADRA practices inclusiveness, active promotion of human rights and gender equality in the implementation of projects. However, ADRA International does not have a policy that clearly sets out its commitment to respecting internationally recognized human rights standards, addressing gender equality and promoting women's empowerment across its operations and in its projects and programs nor promoting inclusiveness that ensures the most vulnerable are included.

ADRA plans to address this gap by the end of 2019.

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4. How ADRA minimises negative impacts on stakeholders, especially partners and the people we work for.

Careful identification and selection of stakeholders and partners during the initial stages of engagement establishes a basis that will reduce the likelihood of negative impacts on stakeholders and partners during the period of engagement.

Whilst working together open and transparent communication is practised by ADRA, means provided to facilitate this and stakeholders, partners and beneficiaries encouraged to do the same.

ADRA ensures that key stakeholders, partners and beneficiaries are well informed of the principles, standards and policies that ADRA must ensure their protection and how they can communicate if there is a breach or lapse in any of these during their engagement with ADRA and how ADRA will respond to this.

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5. How ADRA demonstrates responsible stewardship for the environment

During 2018 ADRA set the foundation for an exciting initiative that will directly contribute to responsible stewardship for the environment. A pilot project was designed, approved and funded, with a start date of 1 April 2019. Key information about the project is as follows:

Goal: Reduction of emissions within the ADRA Network of offices related to internal operations and projects (Sustainable Development Goal 13: take urgent action to combat climate change and its impacts)

Objective #1: Create awareness within the ADRA Network on Carbon Neutrality and its integration in development projects

Objective #2: Create a Carbon Reduction model including step by step guide, that can be replicable among ADRA Network

The offices selected to pilot this project are ADRA Germany, ADRA Netherlands, ADRA Sweden, and ADRA Madagascar.

In many projects globally ADRA incorporates initiatives for protecting and rejuvenating the environment. One example to illustrate this is a project in Honduras jointly funded by WFP and ADRA private grants. Key interventions within the project include:

- 1) Promoting the use of an ecological stove made with local materials. This supports family health by removing smoke in the kitchen, uses less wood which contributes to their economic wellbeing by reducing costs for purchase or a reduction in the time required to harvest wood and ultimately it reduces deforestation.
- 2) Establishing trees nurseries to reforest the micro-basin areas where the main source of water comes from for the target communities.
- 3) Promoting the production of organic pesticide and fertilizers, which is kinder to the environment and less cost for the producers.
- 4) Promoting the use of drip irrigation systems vs. the sprinkler system aimed at water conservation.

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Cluster B: Our approach to change

D. Key stakeholders are identified with great care

1. ADRA's key stakeholders and how they are identified.

ADRA's key stakeholders can be summarised in the following groups:

- i) The Seventh-day Adventist Church and related institutions in countries where ADRA has offices and programs
- ii) International partners (NGOs, CSOs, PVOs)
- iii) Government Funders
- iv) Other Funders (Private companies, donors other than Governments)
- v) United Nations partners
- vi) National Governments in all countries where ADRA operates and local government entities wherever ADRA implements projects
- vii) Communities where ADRA operates and beneficiaries.

See Appendix I for a list of ADRA's key stakeholders in 2018 (obtain from the Annual Report)

The operations of ADRA will typically identify specific stakeholders, which generally fall under the above listed groups. For example, in a country where ADRA has an active office a need or problem is identified. ADRA will then seek to meet that need or find a solution to the problem, which will require a response or an operation. The specifics of the issue and how ADRA plans to address it will determine the key stakeholders. For example, ADRA will need to engage with a specific community or communities and their respective leaders, the local government and possibly national government. Technical expertise may be required for which ADRA might engage with one of the Adventist Church institutions, such as a medical facility or with other NGOs who have the required technical skills. Funders will need to be approached. This will likely include governments, UN agencies and private donors. Typically, ADRA will have an agreement with each key stakeholder. It should be noted that during the life of a project, and more so in emergency-related projects, who key stakeholders are can be dynamic and there is often a need to adjust.

One key stakeholder that can always be definitively identified is the National Government of the country where ADRA has an office, as the office is always registered with the government.

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2. How ADRA reaches out to those impacted or concerned by our work

ADRA utilises various means to reach out to stakeholders. These means are selected and adapted to ensure the most appropriate way of communicating with respective stakeholders. Local communities and governments are generally contacted through on-site face to face meetings. Institutional donors prefer formal written communication, while private donors appreciate newsletters, and sometimes individual phone calls. The ADRA website is a general means to reach out to current and

potential parties having an interest in what ADRA does. For up-to-date communication Facebook, Twitter and Instagram are used.

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3. How ADRA Maximises coordination with others operating in the same sectoral and geographic space

With development-related programs coordination is typically managed via National NGO forums, by local government agencies who may assign where NGOs work, and by bilateral communication with other NGOs operating in the same area. There are often sector-specific specialist groups operating of which it is ADRA’s usual practice to be a member of these groups.

For humanitarian responses there are two primary mechanisms for coordination: firstly, the government who provides overall coordination, of which specific ministries and departments will likely coordinate sectoral responses, such as for health, shelter (housing) and education. Secondly, UNOCHA may provide coordination support to the national government, with a specific focus on coordinating international assistance. Often coordination planning for emergencies is conducted in advance - see the answer to C.1 for membership related to humanitarian responses.

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E. We listen to, involve and empower stakeholders

1. How ADRA facilitates feedback from stakeholders and evidence to support that ADRA listens and acts

Feedback provided at Donor/ Partner level

The main opportunities provided by ADRA for donors/ partners to provide feedback are formal meetings and conference calls between ADRA managers and Donor officers and forums with the participation of donors, NGOs and other actors involved in the area where the project is implemented.

On a regular basis (monthly, quarterly & annually), ADRA submits programmatic and financial reports to the donor, informing of the results achieved by the project during the reported period. In response, the donor may request clarification or for additional information on a specific issue.

ADRA International MEAL Unit submit an annual survey to ADRA private donors to allow them to provide feedback. Additionally, ADRA International receives feedback via ADRA’s social media channels as these allow individuals, including donors, to engage, receive updates, share concerns and provide feedback.

At an Adventist church level, ADRA prepares an annual report for the Board, presenting a summary of the operations within each country. Key church leaders are members of the Board. This process allows ADRA the opportunity to provide relevant information to this key stakeholder and subsequently to receive feedback from the Board members.

In most countries ADRA is required to report regularly to the government about activities the organisation is undertaking. In addition to this there are often coordination meetings with national and local government entities, at which time there is opportunity for feedback from the government.

Feedback provided at the beneficiary level

ADRA routinely establishes a Complaints and Feedback Mechanism within each project and specific activities within those projects, to allow people to provide feedback and report complaints in a confidential manner. It is usual that a Complaints Management Committee if formed, comprising of at least a field staff representative, the Project Manager and the MEAL Officer. All complaints are handled confidentially and as per the Complaints Mechanism Policy. The Committee collectively decides what actions are needed to address the information submitted and when appropriate, feedback should be shared with project participants (see Appendix III for details of a Complaints Mechanism).



When ADRA is implementing a project that is distributing kits such as food, hygiene or shelter, ADRA conducts a Post-distribution Monitoring (PDM) assessment where the beneficiaries have the opportunity to provide feedback about the process and timeliness of the distribution and the quality and quantity of the commodities/assets received. This process is conducted through a household level survey.

Evidence that ADRA Listens and Acts

This is an area where ADRA needs to improve. There is evidence that ADRA listens and acts on feedback from donors and partners by means of formal feedback provided in response to reports from ADRA plus minutes of meetings where feedback has been provided to ADRA and records of communication via social media. However, although systems and processes are in place to ensure that beneficiaries have a means to provide feedback, the outcome of this is poorly documented. This is currently being addressed. A working group led by an ADRA International Vice President has been established to review the different channels ADRA uses to receive complaints, to streamline them and to ensure a timely and effective response to them. This review and subsequent recommendations are expected to be completed by the end of 2019

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2. Evidence that ADRA engages with stakeholders from the beginning to the end

Prior to project implementation

Before beginning activities for most of ADRA’s projects, ADRA consults with local authorities, broader local communities and their leaders (including non-beneficiaries) and other stakeholders, such as other humanitarian actors working in the target communities, to identify the gaps and avoid

duplication. This is typically achieved through forums in cluster meetings⁴ and rapid need assessments⁵.

Once the intervention/proposal is finalized the local Board (of which a number of members of the Board represent the Adventist Church; a key stakeholder) approves the project, thereby engaging this stakeholder.

Just before the project implementation commences, ADRA signs agreements of cooperation⁶ with key stakeholders who have a role to play in the implementation of the project.

During project implementation

During the implementation of the program, ADRA engages with target communities in the day-to-day programming of activities, through regular program monitoring (field visits) and through feedback mechanisms such as complaints management⁷. ADRA and the donor(s) usually conduct project programmatic reviews⁸ during the life of the project.

In some countries, the local government requires a copy of the approved proposal and budget to issue an authorization to implement the project. Based on a contextual analysis and government recommendations, some project activities may be modified to guarantee a safe and acceptable implementation of the project.

At the end of project implementation

The donors and ADRA usually conduct a final evaluation survey. For some projects the final evaluation reports⁹ are shared with local authorities. These reports also explore the impact, lessons learned and best practices and achievements.

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3. What are the main dislikes/likes ADRA has received from stakeholders and how ADRA responds

The most frequent positive feedback ADRA receives from stakeholders is that ADRA often works in difficult and remote locations where few organisations choose to operate, thereby reaching the most vulnerable people. This is most often true in emergency responses.

A key stakeholder is the Seventh-day Adventist Church. Feedback that is often received from the church at large includes the following:

- ADRA is not aligned with the Church’s main objective to evangelize and baptize people
- ADRA is not working to assist Church members

In response to this feedback ADRA works with Board members and Church Leaders to educate them on ADRA’s purpose and how ADRA fulfils the Church’s mission by addressing physical and social

⁴ List of attendees to meetings

⁵ Need assessment reports

⁶ Signed agreements

⁷ Minutes of Complaints Management Committee

⁸ Project programmatic review reports

⁹ Final evaluation reports

needs, which complements spiritual needs. ADRA also communicates working impartially with those most in need with no regard to race, creed or nationality of the recipients and that ADRA’s activities cannot be used to further a particular religious view.

At times feedback is received from governments that ADRA is not working in a government priority area or reaching a government priority population. ADRA will always base its interventions on needs assessments and work in locations where the needs are identified, rather than necessarily based on local government interests.

UN agencies are a significant partner with ADRA. The following provides an example of feedback received from the UN Humanitarian funds in DRC, the main source of funding for ADRA DRC¹⁰:

Likes:

- Formulation and development of the crisis response strategy
- Compliance with the criteria of effectiveness, efficiency and sustainability in the implementation of sectoral projects (WASH, Nutrition, Health and Food Security)
- Proactivity and communication with the Humanitarian Funding Unit / donor
- Respect of reporting deadlines and quality of technical reports (narrative)

Dislike: ADRA DRC should improve on:

- Efforts to improve financial management: allocation of resources; presentation and reliability of financial statements & reports
- Procurement process for procurement of goods and services, staff recruitment process
- Strategic Planning and Results-Based Management
- Internal control through the strict application of the requirements of the donor’s new Internal Procedures Manual

Based on this feedback ADRA reviewed and update policies and procedures and implemented staff training to ensure compliance.

Self-Assessment



Question E4

This has been responded in answering question B1.

Self-Assessment



¹⁰ At ADRA’s request UNDP, who manages the Humanitarian funds, provided some feedback to ADRA on its operation.

F. Our advocacy work addresses the root causes of problems

1. How ADRA identifies and gathers evidence about root causes of problems and uses this for advocacy

ADRA has an Advocacy Working Group that is facilitated by ADRA International and comprises of representatives from across the ADRA global Network of offices. This working group ensures there are resources available to support the identification and collection of evidence pertaining to the root causes of problems and how to use this for advocacy. One of the key resources is the ADRA Advocacy Handbook.

The sources of information for advocacy is not limited to the ADRA Network of offices. For example, ADRA Australia is part of the Micah Australia network, a coalition of 19 Christian justice and development agencies. Micah Australia is a local expression of the Micah Challenge that first formed in the United Kingdom around advocacy, raising a collective Christian voice for the world’s poorest and most vulnerable people.

Additionally, ADRA is a part of the global Adventist Church community of more than 20 million members, with a presence in 215 countries. This further enables ADRA to link into and reach out at the grassroots level to identify, collect evidence and confirm the causes of problems that can be addressed through advocacy.

One of the approaches ADRA utilises for furthering advocacy is that of participatory advocacy. This is also known as citizen-centred advocacy. This approach can be integrated into existing development projects and facilitates the identification, confirmation through evidence and addressing the root cause of issues by communities themselves.

In 2018 ADRA developed an ADRA Advocacy Framework and an ADRA Advocacy Handbook. Based on these, advocacy training workshops will be held in subsequent years.

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2. How ADRA ensures the people we work for support our advocacy and value the changes achieved

The primary approach ADRA uses to ensure people we work for support the advocacy ADRA undertakes, is to provide them with regular, accessible and accurate information. This includes the compelling rationale behind ADRA’s advocacy work, explains the strategy for achieving advocacy goals, and provides a simple way for people to get actively involved if they choose to. Coupled with this is the approach of participatory advocacy (refer to the previous question), which places the

people we work for (rights holders) at the center of advocacy, empowering them to understand their rights and advocate to duty bearers (local decision makers) on issues they have themselves identified as important. This approach is in the process of being rolled out across the ADRA Network of offices, supported by resources developed in 2018 and associated advocacy training workshops.

Self-Assessment

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G. We are transparent, invite dialogue and protect stakeholder’s safety

1. The information ADRA shares via their website

The following information can be easily accessed on the ADRA website:

- i) Annual audited financial statement. Note that budgets aren’t published ([click here](#) for 2018 financial statement).
- ii) The Protection Policy ([click here](#)) and Privacy Policy ([click here](#)) .

Other policies are available via the internal intranet that can be accessed by all staff globally.

- iii) A link to the IRS 990 Report, which details top executive officers’ remuneration for 2018 ([click here](#)).
- iv) Information about ADRA as an international Network of offices, such as the number and location of offices, the number of staff and volunteers, key stakeholders and the type of programs managed. This information is contained within the ADRA Annual Report.

ADRA is currently undertaking a major redevelopment of their website, which is expected to be launched in mid-September 2019.

Self-Assessment

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2. ADRA’s policies to ensure a fair pay scale, gender pay gap, ratio between top and bottom salaries

ADRA International is an entity of the General Conference of the Seventh-day Adventist Church and resides in the territory of the North American Division of Seventh-day Adventists (NAD) and therefore is bound by church policies. The church working policy for remuneration identifies the principle that “wages should be reasonable, ample, fair, just and equitable...”. For a global organization it is recognized that “national economies and employment environments make it impossible to set one remuneration plan that is equitable and appropriate everywhere”, therefore each Division

of the Seventh-day Adventist Church will set their own remuneration plan. The remuneration policy does not differentiate between male and female staff. ADRA International comes under the NAD remuneration plan. As an outcome of the remuneration policy, wages and benefits are assigned based on the position, qualifications and experience of the person. On this basis there has not been an analysis of a gender pay gap.

The base salaries of the five most senior positions range from \$87,733 to \$88,523. The ratio between the highest and lowest base salaries is 2.1:1. Note that the highest salary is not received by any of the five most senior personnel.

Self-Assessment

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3. How ADRA ensures privacy rights and protects personal data

ADRA has a privacy policy that details how ADRA ensures privacy rights and protects personal data. This policy is available on the ADRA website ([click here](#)).

Key elements within the privacy policy include the following:

- ADRA International will not share or sell a donor’s personal information collected online or offline with anyone else, nor send donor mailings on behalf of other organizations. ADRA

International will only share or sell personal information once the donor has given permission to do so.

- Email addresses alone are never divulged by ADRA to any third party whatsoever unless required by law.
- ADRA works to protect the security of personal information during transmission, including credit card details, by using Secure Sockets Layer (SSL) software which encrypts sensitive information that is input.
- ADRA implements security policies, rules and technical measures to ensure that any personal data held under our control is protected from unauthorized access, unauthorized modification, unlawful destruction, accidental loss, improper use or improper disclosure.
- ADRA does not directly solicit or knowingly collect any information directly from children. Should it ever come to our attention that a child’s personal information has in some way been provided to us, we will immediately delete that information.

Self-Assessment

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4. ADRA’s five largest donors, safeguards for anonymous contributors

ADRA International’s five largest government and organizational donors in 2018 were:

- 1) US Government (\$33,644,221)
- 2) American Soybean Association (\$1,250,790)
- 3) World Vision (\$918,411)
- 4) Catholic Relief Services (\$771,050) and
- 5) CARE (\$326,750).

ADRA International’s five largest private donors were individuals donating respectively \$666,500; \$575,750; \$537,747; \$448,608; and \$403,862. These private donors wish to remain anonymous.

As per the Gift Acceptance policy, ADRA International holds all communications with donors and information concerning donors and prospective donors in strict confidence, subject to legally authorized and enforceable requests for information by government agencies and courts. All other requests for or releases of information concerning a prospective donor are granted only if permission is obtained from the donor.

ADRA accepts resources from donors and partners with known, like values. ADRA may choose to accept donor restricted funds, but only when they align with ADRA’s purpose, strategic priorities and core values in order to further ADRA’s mission. ADRA always reserves the right to refuse a donation (as per the Gift Acceptance Policy). ADRA International does not accept gifts that are too restrictive to purpose. Gifts that are too restrictive are those that violate the terms of the corporate charter, gifts that are too difficult to administer, or gifts that are for purposes outside the mission of ADRA International.

Self-Assessment

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Cluster C: What we do internally

H. Staff and volunteers are enabled to do their best

1. Evidence that ADRA's recruitment and employment is fair and transparent

ADRA has a documented recruitment process that is followed for the recruitment of all staff. When a department wishes to recruit a new staff member a recruitment officer from HR is assigned to work with the department through the recruitment process. This approach ensures a consistent and fair recruitment process is applied. A detailed record for each applicant is created that documents the outcomes of each stage of the recruitment process, enabling a final analysis for the selection of the best candidate based on their ability to meet core competencies for the position.

In total there were 119 employees at ADRA International in 2018. Of that total 7 were temporary employees, 3 were part time employees, and 109 were full-time regular employees. The employees comprised of 59 women and 60 men. Staff identified with the following ethnic groups:

Ethnic group	Number
Asian	8
Black or African American	21
Hispanic or Latino	24
Two or more races	3
White	55
Unspecified	8

The age range of employees was from 20 to 70 years of age, with an average age of 42 years.

Self-Assessment

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2. What ADRA is doing to invest in staff development, how this is measured and future plans

ADRA International invests in a significant training and development budget. A dedicated Capacity Development Adviser is employed, who focuses on increasing the professional capacity of the organization. A training analysis is conducted annually to ascertain skill areas requiring improvement. Training efforts are then concentrated in these identified areas. Managers are surveyed regularly to gather data on staff development levels and areas requiring critical development. Several staff events are held annually focussing on these development areas.

Self-Assessment

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3. How ADRA ensures a safe working environment for everyone, how this is measured and improvement plans

New employees are required to read and sign a Code of Ethical Conduct.

ADRA's employees can voice any concerns via the Silentwhistle hotline service that is contracted by the SDA Church.

ADRA has a Protection Policy that includes a section on ADRA's complaints mechanism ([refer to p26](#)). This section includes the external

email and hotline contact details for the SilentWhistle service ([refer to p32](#)). This policy is available on ADRA’s website ([click here](#)).

Self-Assessment

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I. Resources are handled effectively for the public good

1. How ADRA acquires resources aligned with our values and accepted standards without losing independence

ADRA seeks resources from donors and partners with known, like values. ADRA may choose to accept donor restricted funds, but only when they align with ADRA’s purpose, strategic priorities and core values in order to further ADRA’s mission. Amongst other issues, as outlined in the Gift Acceptance Policy, ADRA always reserves the right to refuse a donation if there is any question of compromising

ADRA’s independence and/or a questionable funding source.

ADRA International applies the Model Standards of Practice for the Charitable Gift Planner promulgated by the National Committee on Planned Giving. These standards are a code of ethical practice for all professionals who work together to structure gifts that balance the interests of the donor and the purposes of the charitable institution.

A Gift Acceptance Committee (comprising eight appointed members) is charged with the responsibility to monitor adherence to ADRA International’s Gift Acceptance policy and associated practices to ensure that contributions received by ADRA are consistent with the policy, and to make recommendations to the ADRA International Finance Committee on gift acceptance issues when appropriate.

Self-Assessment

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2. How ADRA monitors progress against strategic objectives and re-allocates resources to maximise outputs

At the governance level, the Board of Directors receives reports and reviews ADRA’s progress against the mission and goals specifically during two board meetings as well as at the special board meeting held every November to approve the next year’s budget.

At the corporate level ADRA’s programs and finance team work hand in hand with the fundraising team to assure that resources are matched appropriately to projects and that funds are expended in accordance with the funders’ wishes.

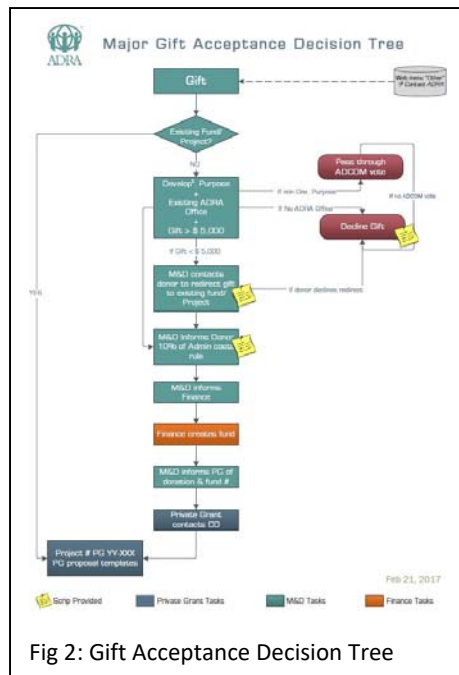


Fig 2: Gift Acceptance Decision Tree

Self-Assessment

1	2	3	4
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3. How ADRA minimises the risk of corruption, the controls in place and what is done when controls fail

There are four primary elements that ADRA utilises to minimise the risk of corruption:

Tone at the Top: ADRA’s Board meets regularly to review and approve policies, including those relating to fraud. Board members may be appointed to investigate or follow up on allegations of corruption, bribery or misuse of funds. ADRA has an Audit Committee comprised of Board members who receive a copy of complaints submitted via the whistleblower hotline as well as the results of the investigation of these

complaints.

ADRA’s Policies and Procedures highlight the importance of integrity, responsibility, accountability and transparency. Policies and Procedures incorporate checks and balances that should mitigate the fraud risk. ADRA has a fraud policy that promotes consistent organizational behaviour by providing guidelines and assigning responsibility for the development of controls that will aid in the detection, prevention and investigation of fraud against ADRA and fraud by an employee acting on behalf of ADRA against any other entity or person.

Employees read and sign a Conflict of Interest Statement and a Code of Ethical Conduct when newly hired. Staff are required to resign the Conflict of Interest statement on an annual basis. Sufficient resources are allocated to provide the appropriate level of segregation of duties as an important control measure. ADRA’s management promotes ethical decision making during regular meetings of all ADRA employees. Regular training is provided for staff.

Financial controls are incorporated into policies and procedures that regulate cash receipts and cash disbursement cycles. ADRA employees are expected to follow the Procurement and Travel Expense Policies. Approved levels of review and authorization are designed to prevent, detect and correct non-compliance with these policies.

SPOTLIGHT: Finance Summit

During 2018 an ADRA Finance Summit was held in Bangkok 18 – 25 September. There were 105 registered participants, mostly finance directors and senior staff that came from across the ADRA network of offices. Three workshops were repeatedly run simultaneously, allowing participants to attend all workshops. The titles for the workshops were: Fighting fraud in NGOs, Planning for Financial Sustainability, and Cost Recovery. The workshops were offered in English and Spanish. A further Training for Trainers was also provided. The training presenters were from Mango/Humentum.

ADRA has an Internal Audit Unit for when **controls fail**. This Unit has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the Fraud Policy. Following investigation, a report is completed that includes recommendations. Senior management decide and implement the actions to be taken.

Self-Assessment

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J. Governance processes maximise accountability

1. ADRA governance structure, policies/ practices for replacing/ recruiting new board members

The ADRA Global Network of offices essentially operate as a confederation; a group of ADRA offices of which each office operates independently but of which there is a central office (ADRA International) that provides oversight, support and advises for consistency of governance, policies and operational approach. All ADRA country offices are separate legal entities.

Within the ADRA Network there are three distinctive types of office:

- 1) ADRA International
- 2) ADRA Division/Regional Offices
- 3) ADRA Country Offices

The governance structure for each type of office is similar: there is a Board that provides legal and financial accountability, strategic vision and oversight for risk management and an Administrative Committee (ADCOM) that manages key day-to-day operational decisions (see Diagram I).

The President and Vice Presidents of ADRA International are ex-officio members of the ADRA Regional/Division offices' Boards. The ADRA Regional Office Directors are ex-officio members of the Country Offices' Boards within their respective regions.

ADRA has nine regional/divisional offices and 118 country offices (see Appendix I for the list of regional and country offices).

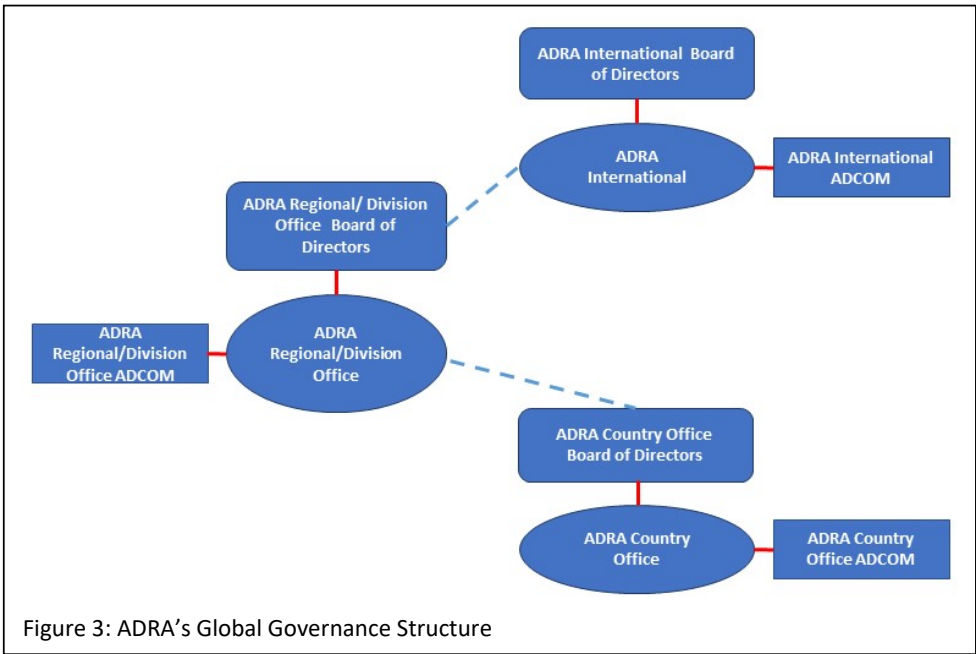


Figure 3: ADRA's Global Governance Structure

ADRA International is governed by a Board of Directors with 42 members, both from within the ADRA network and externally. Four officers of the Board include the Chair, the Vice Chair, the Treasurer and the Secretary, who also holds the position of President of the organisation. The President and four Vice-Presidents are responsible for the day-to-day running of ADRA International. They manage a team of approximately 120 staff at Head Office.

The appointment or re-appointment of Board members occurs every five years, with the next cycle beginning in 2020. The General Conference of the Seventh-day Adventist Church (GC) Executive Committee determines the Board members, whom fall into three categories:

- 1) ex-officio board members based on their position
- 2) lay members selected by their respective church division (voted by each division committee and recommended to the GC Executive Committee) and
- 3) independent professionals who can be nominated by any ADRA board member, ADRA Regional Director or Country Office Director

Self-Assessment

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2. How ADRA's board oversees adherence to policies, resource allocation, risks and complaints processes

Adherence to policies can be determined from management reports, independent auditors' reports, and the annual GCAS (General Conference Auditors Service) report (which is specific for Church policies). Oversight for resource allocations can be monitored from the annual budget and regular financial statements that are submitted to the Board. Potential risks and processes for complains and grievances are monitored via the Audit Committee (for fraud) or directly by the

Board itself who receive and review summary reports of complaints logged via the Silent Whistle and BKD channel mechanisms.

The ADRA International Board is required to hold a minimum of three board meetings per year, of which at least one must be a face-to-face meeting and the others being a conference call via video link. Historically there have been two face-to-face meetings annually in April and October.

Self-Assessment

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3. ADRA's processes and mechanisms to manage external complaints, plus a summary of complaints handled


Please refer to the response to question E1 plus Appendix III for details of beneficiary complaints mechanism.

For all other external complaints there is no formal established process other than the ability for complaints to be made directly to ADRA and the expectation that these will be dealt with in a fair and reasonable way. This deficit has been noted. Key actions to address this in 2019 include at least the following:

- 1) A formal policy for the management of external complaints and the establishment of associated mechanisms
- 2) An update of the ADRA website expected to be launched mid-September 2019 that will include a contact form where complaints can be made that will ensure confidentiality for the complainant
- 3) Policy revisions that will include a dedicated Whistle Blowing policy rather than inclusion in a general internal complaints policy.
- 4) The creation of brochures, posters and other communication including via social media to ensure people are aware of how to complain and the process involved.

There are no records of external complaints received during 2018. It cannot be verified whether this was because there were no complaints or that it was due to a lack of a formal process to document complaints received.

Self-Assessment

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4. ADRA’s processes and mechanisms to manage internal complaints, plus a summary of complaints handled

ADRA has contracted with third party (BKD) for its complaint and whistleblower phone hotline and web-based portal service called IntegraReport, which is primarily for reporting fraud. This is made available to all ADRA offices implementing US Government Grants.

As an agency of the Seventh-day Adventist Church, ADRA’s employees, vendors and partner organizations can voice their concerns via the Silentwhistle hotline service that is contracted by the SDA Church.

ADRA has a Protection Policy that includes a section on ADRA’s complaints mechanism (refer to p26). This section includes the external email and hotline contact details for the SilentWhistle service (refer to p32). This policy is available on ADRA’s website (click here).

For complaints generally, there is a general contact email (hello@adra.org) and a 1-800 number that directs the complaints to donor relations. There is also an email for complaints where the person raising the complaint is guaranteed anonymity (protection@adra.org). Currently these contact details are not provided in the complaints mechanism section of the Protection Policy or provided on the ADRA website, however they which will be included in the revised policy expected to be approved within 2019 and the new ADRA website du for launch in September 2019.

Once a complaint is received it is investigated following the process detailed in the Protection Policy (refer to pp27-29).

In 2018, ADRA received five complaints. Four of these occurred within ADRA offices in the Network and one within the ADRA International office. The details are as follows:

Within ADRA offices in the Network

- 1) An alleged sexual abuse
- 2) Harassment in the workplace, which involved ADRA staff
- 3) Sexual exploitation and fraud allegations
- 4) Sexual harassment.

At ADRA International

- 5) Fraud (misrepresentation).

Of the five complaints, four were substantiated. Three were investigated and appropriate action was taken by ADRA International and the other two were managed by the respective ADRA offices.

Self-Assessment

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5. ADRA’s decision-making process around confidentiality and protecting complainants

The two policies of relevance in response to this question are:

- 1) Complaints and Response Mechanism and
- 2) Protection

In both these policies the need for confidentiality, to whom it applies and when it applies is addressed. Key statements from these policies include:

- a) “...a third party, who is a staff member, may agree to provide assistance. In such instances, the third party must ensure confidentiality.”
- b) “...confidentiality to protect against disclosure or retaliation of any complainants of sexual abuse and exploitation against ADRA employees or related personnel. Unauthorized disclosure of confidential information during the period of employment or association with ADRA or after leaving ADRA employment or association is strictly prohibited.”
- c) “The Investigating Body should submit its findings and recommendations in a confidential report to the Protections Officer.”

There is no provision within the relevant policies as to how the letting go of staff due to unacceptable conduct might be communicated to other staff or as to whether ADRA should alert or pass on relevant information to potential future employers of the dismissed staff member. These points have been raised with the HR Unit at ADRA International to be addressed during 2019.

Self-Assessment

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K. Leadership is dedicated to fulfilling the 12 Commitments

1. How ADRA’s governing body and management are held accountable for meeting strategic promises, including accountability

There is no formal mechanism in place for holding ADRA’s governing body and management accountable for meeting strategic promises, including accountability. A retreat for the ADRA Board members and senior managers is scheduled for March 2020, specifically to discuss progress on meeting strategic promises. In the lead up to the retreat a questionnaire will be sent to all ADRA Regional Offices to gather data on the progress of meeting strategic priorities, which will be consolidated and presented at the retreat.

Self-Assessment

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2. The steps ADRA takes to ensure staff are included in discussing progress towards organisational accountability

One of the tenets of the AAL system that is being rolled out during 2019 – 20 is accountability. Through the AAL process offices become more aware of the standards relating to accountability and what is required of staff. It is expected this will ensure ADRA is more accountable and that there is documented evidence of this.

At this point the only staff that have been involved in the Accountable Now reporting are those who are able to contribute information to the report. This has been limited to ADRA International staff.

There has been limited sharing with staff of the Panel’s feedback on the last report, and those staff it was shared with are at ADRA International. It is recognised by ADRA that significant changes need to be made to ensure that staff are actively engaged in discussing ADRA’s progress with organisational accountability. An integral component to achieving this is the rollout of AAL. To complement this information specific to Accountable Now, the standard and associated commitments, the reporting process and feedback on the next report will be circulated to staff. The six tips provided by Accountable Now to help ADRA easily increase communication surrounding accountability practices are noted.


Self-Assessment

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2. The scope of ADRA’s accountability report.

For the most part, the Accountability Report is reflective of the ADRA Network of offices. The source of information is primarily drawn from the annual statistical report provided by Country Offices at the request of ADRA International. There are some sections of the report that only reflect ADRA International, such as the financial statements, which are not consolidated. No routine reporting on the 12 accountability commitments are required of Country Offices as of 2018. With the rollout of the AAL system across the ADRA Network of offices during 2019 and 2020, this will change and a more accurate picture of accountability across the ADRA Network will be known and reported on.

Self-Assessment

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Appendices

Appendix I – ADRA’s Global Partners (Key Stakeholders)

International Partners	
Alliance for a Green Revolution in Africa (AGRA)	Islamic Relief
Asian Aid Australia	Land O’Lakes
Asian Aid USA	LDS Charities
Asian Development Bank	Oxfam
Bread for the World	Pan American Health Organisation
Canadian Foodgrains Bank	Polish Humanitarian Action
Canadian International Development Platform	Red Cross
CARE	Rise Against Hunger
Catholic Relief Services	Samaritan’s Purse
Christian Aid	Sanitarium Health and Wellbeing
Cross International	Save the Children
European Civil Protection and Humanitarian Aid	Swiss Solidarity
European Union	TOMS
GlobalMedic	World Bank
Habitat for Humanity	World Initiative for Soy in Human Health
HELP International	World Vision
IDE UK	

United Nations Partners	
Food and Agriculture Organisation (FAO)	United Nations High Commissioner for Refugees
International Organization for Migration (IOM)	United Nations Humanitarian Air Service
Office for the Coordination of Humanitarian Affairs	United Nations Population Fund
United Nations Children’s Fund (UNICEF)	World Food Programme
United Nations Development Programme (UNDP)	World Health Organization

Major Government Funders	
Australia - Dept. of Foreign Affairs & Trade	New Zealand – Ministry of Foreign Affairs & Trad
Austria – Austrian Development Authority	Norway – Norwegian Agency for Development
Canada – Global Affairs Canada	Slovakia – Slovak Agency for International Dev
Czech Republic – Ministry of Foreign Affairs	Spain – Spanish Agency for International Dev
Denmark – Danish International Development Agenc	Sweden – International Development Coop
Germany – Federal Ministry for Economic Coop	UK – Department for International Development
Japan – Japan International Cooperation Agency	USA – United States Agency for Int Development
Netherlands – Ministry of Foreign Affairs	USA – United States Dept. of Agriculture

Appendix II – ADRA Regions and ADRA Country Offices

AFRICA REGION		
Angola	Malawi	Somalia
Burkina Faso	Mali	South Africa
Cameroon	Mauritania	South Sudan
Chad	Mozambique	Swaziland
DRC	Namibia	Togo
Ethiopia	Niger	Uganda
Ghana	Nigeria	Zambia
Kenya	Rwanda	Zimbabwe
Lesotho	Gambia	
Madagascar	Sao Tome & Principe	
ASIA REGION		
Bangladesh	Japan	Philippines
Cambodia	Laos	South Korea
China	Mongolia	Sri Lanka
East Timor	Myanmar	Thailand
India	Nepal	Vietnam
Indonesia	Pakistan	
EURO-ASIA REGION		
Afghanistan	Georgia	Russia
Armenia	Kazakhstan	Ukraine
Azerbaijan	Kyrgyzstan	
Belarus	Moldova	
INTER-AMERICA REGION		
Aruba	Dominican Republic	Jamaica
Bonaire	El Salvador	Mexico
Colombia	Haiti	Venezuela
Curacao	Honduras	
EUROPE REGION		
Austria	Germany	Portugal
Belgium	Hungary	Romania
Albania	Italy	Serbia
Bosnia & Herzegovina	Latvia	Slovakia
Bulgaria	Luxembourg	Slovenia
Croatia	Macedonia	Spain
Czech Republic	Montenegro	Sweden
Denmark	Netherlands	Switzerland
Finland	Norway	United Kingdom
France	Poland	
MENA REGION		
Iraq	Sudan	Tunisia
Lebanon	Syria	Yemen
NORTH AMERICA REGION		
Canada		
SOUTH AMERICA REGION		
Argentina	Chile	Peru

Bolivia	Ecuador	Uruguay
Brazil	Paraguay	
SOUTH PACIFIC REGION		
Australia	Papua New Guinea	Solomon Islands
Fiji	Samoa	Vanuatu
New Zealand		

Implementing (Field) office

Supporting Office

Both Supporting and Implementing Offices

Appendix III – An Example of a Complaints Mechanism from Yemen

When complaints/feedback are gathered?

ADRA gathers complaints/feedback from the people mostly during all the stages of the implementation of its projects. Complaints/feedback are gathered from the time of electing and creating committees, sending the potential lists of beneficiaries, during the distribution of assistance and even after receiving the assistance. This allows the people to complain/provide feedback if they are not happy with the elected committees, if the selection criteria are not followed to select the vulnerable beneficiaries, the quality and quantity of the assistance is not good, the assistance is divided between more than one household, or misconduct by one of ADRA's staff, volunteers, vendors or community committees. Also, ADRA gathers the requests of the communities to information regarding the distribution site, time or other information as well as that it gathers the requests of the communities who are not targeted be included in the current/future projects.

Timeframe to handle the gathered complaints:

ADRA will handle and respond to the complainant within two to ten working days depending on the importance (category) of the complaints recorded. This timeframe is considered reasonable as the period between distributing food cycles is 24 days or more while other types of assistance such as irrigation equipment or small business materials are distributed once.

What if the complainant is unsatisfied with the outcome?

If the complainant is not satisfied with the outcome of the investigation/handling by ADRA's project management, s/he is referred to the higher level, head office of the organization. Another investigation/procedures will be taken by ADRA head office and the result will be informed to the complainant.

Type of information collected

The information collected from the complainant/feedback provider are the name, sex, age, address, contact number, description of the complaint/feedback and the complaint is against whom. This information helps understanding the problem to be handled; knowing which layer of the community are the most vulnerable to injustice; and enabling the team to respond to the complainant/feedback provider.

Methods of collecting complaints and feedback

ADRA records complaints and feedback from the people it serves using the "complaint & feedback recording" tool via four methods:

1. **Calling/sending SMS messages to three hotline phone numbers:**
These numbers are always on during the working days and are carried with the MEAL team, the relative Field Coordinator and with the secretary clerk. They all record the complaint/feedback once they receive it using the recording tool.
2. **In person:**
At the distribution site, two Field Officers are assigned to gather complaints/feedback from the communities (one at distribution center and the other at the vendor site). They fill the complaints/feedback using the tool and then report it to the relative Field Coordinator or to the MEAL department.
3. **Attached messages:**

ADRA allows the communities to describe their complaints/feedback by writing messages and send them to the office by one of ADRA's employees. ADRA assigned staff re-record these complaints/feedback using the formal recording tool to be easily handled and followed-up and also to have the same format.

4. **Community committees:**

ADRA works closely with the communities they serve by establishing and training committees. These committees represent their communities and are participated in making decisions during all the stages of ADRA's projects and also can send complaints/feedback of their communities as they are trusted by the people more than anyone.

The complaint/feedback handle flow:

First: when the people complain or provide feedback using any of the methods described earlier, an assigned employee (complaint recorder) records the complaint's information as illustrated below:

- Date of the complaint/feedback;
- Assign number for the complaint/feedback in order to ease the archive and analysis procedure. This number consists of three parts:
 - Sector: this is the sector the complaint/feedback is relating to. Its mentioned in the tool as abbreviations (F= Food, NFI = Non-Food items, SB= Small Business, L= Livelihoods, B= Beekeeping, I= Irrigation, O= Other kind of assistance).
 - Month: the month the complaint/feedback happens during.
 - Number: this is for counting how many complaint/feedback recorded during the month. This filled by the person who will analyze the complaints and feedbacks.
- The method used to make the complaint or provide the feedback.
- Information of the complainant/feedback provider such as name, sex, age, address and contact number.
- Description of the complaint/feedback and the complaint is against whom.
- Specify the complaint category.

Second: The complaint recorder explains the mechanism used to handle the complaint and feedback to the person who make it and informing him/her that the organization will contact hem/her within 10 working days depending on the category of the complaint. The complaint recorder assures the complainant that s/he will never lose the assistance because of making the recorded complaint as well as that all the complaints are dealt confidentially so s/he will never be hurt. The complaint recorder thanks the complainant/feedback provider for giving such information which is considered valuable to help the organization meeting its commitments and improving its services.

Third: The complaint/feedback is referred to the relating Coordinator in order to handle or investigate the complaint and record the result and a procedure if it is required e.g. if the complainant is requesting assistance and s/he climes meeting the selection criteria, the procedure might be sending team to make a verification and investigate the reason of excluding the complainant from receiving the assistance.

Fourth: An assigned employee contact/respond to the complainant to inform him/her about the result of the investigation regarding complaint made and what procedures will be done as a result. It is important to know and record if the complainant is satisfied with the result as this will affect the work of the team in the field and will make sure that the accountability is committed.

Fifth: In case that the complainant is unsatisfied with the result of the investigation regarding the complaint, s/he will be referred to the head office of ADRA for further investigation. This investigation will be followed-up by the MEAL team who will inform the complainant of the result of this investigation.

Sixth and finally: The complaint will be closed and archived to be analyzed for learning and improvements.