

Accountability Report

FOR THE YEAR ENDED 2019



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

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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
FAO	Food and Agriculture Organisation of the United Nations
FFP	Food For Peace
HQAI	Humanitarian Quality Assurance Initiative
HR	Human Resources
IRS	Internal Revenue Service
MEAL	Monitoring, Evaluation, Accountability and Learning
MFI	Main Financial Institutions
NAD	North American Division of Seventh-day Adventists
NETCOM	Network Committee
OVI	Objective Verifiable Indicator
SBC	Social and Behavior Change
SDA	Seventh-day Adventist
SDG	Sustainable Development Goal
TLL	Technical Learning Lab
VSLA	Village Savings and Loan Association
WaSH	Water and Sanitation, Hygiene



Statement from ADRA's President



One of the biggest changes that occurred at ADRA during 2019 was the change in leadership. In early October I was appointed as the Acting President at ADRA whilst a rigorous process was commenced to identify the next President.

ADRA has continued to progress towards being more aligned with the Accountable Now standard. Underpinning this was the launch of the ADRA Accreditation and Licensing (AAL) program in early 2019. By December 31, 2019, 14 country offices had completed the process to obtain their license/accreditation and another 80 country offices were actively working towards it. Onsite verification of the self-assessment was piloted in one country office in 2019. As the AAL program continues to be advanced, this will be the greatest driver for the organization at large to conform to the expectations of Accountable Now.

During 2019 ADRA introduced a new leadership framework and training program. As with any global operation, the identification and development of leadership is critical to the ongoing success of the organization. In February 2019 over 130 participants attended ADRA's inaugural Global Leadership Summit in Jordan. Participants were led by content-experts and experienced leaders from around the world in 12 key competencies of leadership. The summit was focused on three key roles for leaders: Create Clarity, Generate Energy and Thrive. This summit was the launching pad for the leadership framework that will form the platform for future development of leadership across the ADRA network of offices.

To enable the ADRA network of offices to be more effective, efficient and accountable in the implementation of their programs, ADRA acquired technology for managing projects across multiple offices and functional units to measure and analyze progress and trends. This has resulted in mainstreaming processes and creating a single platform that encourages the real-time transfer of knowledge and transparent decision-making. This technology has been three years in the making. We are looking forward to full implementation in 2020.

Regards,

A handwritten signature in black ink, appearing to read 'M. Kruger'. The signature is stylized with a long horizontal line extending to the right, ending in a sharp point.

Michael Kruger
President
ADRA International
www.ADRA.org

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.

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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. Up to the end of 2019 there had been no assessment to determine the progress towards achievement of the goals. However, as a component of the Strategic Framework Planning Cycle, a mid-term review of the Framework was undertaken in 2019. This was achieved by sending out a survey to all Regional and Country Offices globally for completion by senior managers. In summary, the results showed that the Framework and goals were considered relevant for the ADRA Network and that generally the goals were well defined. Change Goal #4 (refer above) elicited the strongest response, clearly indicating the need to progress this goal. It is expected that during 2020 a review of ADRA's global network structure and governance will be reviewed with subsequent recommendations.

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

Last year it was reported that for each of the Change Goals in the Strategic Framework there was 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. This remains true, however there has been no methodical collection, documentation or reporting from these Groups as to actual achievements. On this basis ADRA is unable to report on achievements in

meeting the success indicators. The greatest challenge has been with setting-up and implementing a system for monitoring, measuring and reporting against the "Measures of Success."

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4. Significant events / changes to governance and accountability

The most significant event impacting the ADRA Network in 2019 was the launch of the ADRA Accreditation and Licensing (AAL) system at the Annual Leadership Council in Jordan in February 2019. Under the AAL system, Country Offices are required to complete a self-assessment as to their conformity to ADRA and international standards if they wish to use the ADRA name and logo (license) and access foreign funding (accreditation). A

key element of the self-assessment is the submission of supporting documentation to validate the stated level of compliance. This process has made Country Offices more aware of accountability and professional standards in a systematic and comprehensive manner. Beyond being just aware of them, most offices who received their license/accreditation (and those still working on it) were required to make significant changes in their practices, typically updating or adopting requisite policies, establishing improved decision-making systems and engaging more with their board. By the end of 2019, 14 country offices had completed the process to obtain their license/accreditation and another 80 country offices were actively working towards it.

Due to this process, ADRA international and the different working groups were prompted to develop and publish key network-wide policies that were missing. Examples include the Environmental policy (approved 10 Feb 2019), Corporate Partnership policy (2 Oct), Social Ventures policy (10 Feb), and Crisis Communication Handbook (1 Feb), all of which were published in 2019. As at the end of 2019, the following policies / guidelines were in the process of being developed for publication in 2020: MEAL policy, Accountability to Communities policy, Donor care guidelines and Gender Equality & Inclusion policy.

An integral component of the rollout of the AAL program were webinars to ensure that all reviewers conducting a 'desk audit' of the country self-assessment were trained. This was to ensure a thorough, consistent and fair analysis was undertaken when determining country office compliance. Once compliance is determined, an interim license and accreditation is issued. An onsite verification must then be completed following the self-assessment for final approval that is valid for up to five years from the time the initial issue of the interim license and accreditation was given. During 2019 an onsite verification was piloted in one country office. This was conducted by four persons independent of the Country Office. During the verification process all documentation at the office was reviewed and interviews were held with leadership, board chair and staff. This process will continue throughout 2020.

In February 2019 at the ADRA Annual Leadership Council, ADRA launched a new leadership framework and training program, with 130 participants in attendance. ADRA has not previously had a network-wide approach to leadership development. ADRA has invested in the Harvard Manage Mentor suite of online learning and made this available to every Country Director. Regional leadership summits are planned for 2020 to further progress this initiative.

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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 applied a sustainability and exit strategy based on a framework developed following the synthesis of results from a four-country study of sustainability and exit strategies amongst Development Food Assistance Projects that was in association with Tufts University. This approach has enabled ADRA to better track project progress and adapt project strategies earlier to enhance sustainable results. An example of this was the five-year ASOTRY Project in Madagascar. The overall project goal was increased food security through improved health and nutrition of women of reproductive age and children under five; increased access to food for vulnerable households; and improved disaster mitigation, preparedness, and response in vulnerable communities. At the end of the project the final external evaluation report for the ASOTRY project validated the value of the sustainability and exit strategies applied.

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

As part of ADRA’s focus on adaptive learning, ADRA began looking more at feedback systems and processes for quality improvement. As a result, in 2019 a Monitoring, Evaluation and Learning (MEAL) policy for the Network was developed, which includes accountability as a component. Additionally, through ADRA’s MEAL TLL, guidelines have been developed for the network on establishing feedback mechanisms. The MEAL policy is tabled for approval at the first Board meeting in 2020.

As a result of lessons learned in the implementation of a multi-year project in Madagascar (ASOTRY), the follow-on project (FIOVANA) incorporated mid-term and final evaluation recommendations in its programming. Two examples of these are:

ASOTRY Project Mid-term Learning Applied to the Next Project

During the ASOTRY project mid-term evaluation and throughout the implementation of the project, staff observed that adult learning methods were not very effective in producing the behaviour results the project desired. In the follow-on project, FIOVANA, FHI 360 was brought in as an expert partner to assist with SBC (Social and Behaviour Change). FHI 360 will also lead the development of an SBC strategy for FIOVANA and translate to action to achieve results

ASOTRY Project Final Evaluation Learning Applied to the Next Project

The final evaluation of the ASOTRY project recommended that “Value chain activities should be linked to VSLAs (Village Savings and Loan Association). VSLAs result in group cohesion, discipline, access to cash and a degree of credibility vis-à-vis MFIs (Main Financial Institutions that are important initial conditions for successful value chain activities.” Based on this recommendation the follow-on project, FIOVANA, is designed to have VSLA as the starting point for all value chain activities, taking advantage of the social cohesion it creates to build on group value chain activities, including group marketing, sales and income generating activities.

These lessons and the changes they have resulted in were initially shared with FFP (Food For Peace). Following this they were shared in Madagascar with key stakeholders.

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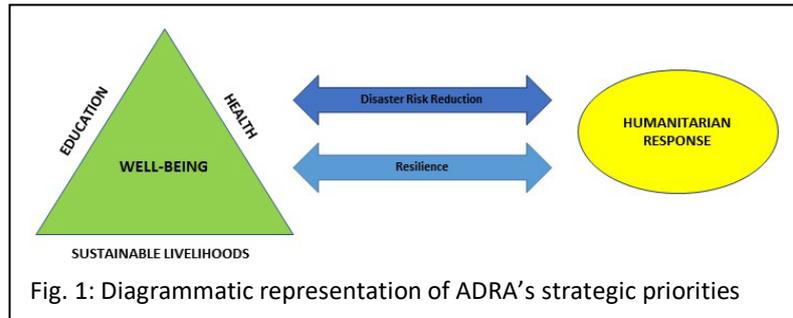
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C. We lead by example

1. How ADRA demonstrates excellence on strategic priorities

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 2019 ADRA International had 28 active grants or sub-grants funded by the US government. Of these six were health focused, 11 on emergency and 11 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 2019 ADRA International financially supported and provided oversight for 106 disaster response projects.

ADRA also receives private funding which is then applied to projects across the ADRA Network of offices. In 2019 a total of 29 projects were funded. The following table shows how this funding was allocated:

Sector	# Projects
Education	7
Livelihoods	15
Health	5
Emergency	2
TOTAL	29

Additionally, ADRA partners with UN Agencies for both development and humanitarian interventions. In 2019 ADRA partnered with 10 UN Agencies¹ in 32 countries to implement a total of 131 projects that aligned with ADRA’s strategic priorities.

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,

¹ FAO, IOM, UNDP, UNFPA, UNHCR, UNICEF, UNOCHA (CBPF/CHF), UNWOMEN, WHO, WFP

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.

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

ADRA's expertise is recognised by others through a variety of ways. These include invitations to share ADRA's experience and technical findings at peer-attended meetings and conferences, the organisation and running of training programs and invitations to partner in a specific sector. Following are some examples of the recognition of ADRA's expertise, grouped under the areas of ADRA's strategic priorities:

Health

Colombia: UNHCR, IOM, and the Colombia Ministry of Health recognized ADRA as the leading organization for the health sector as it pertains to humanitarian assistance for Venezuela migrants.

Rise Against the Hunger (RAH): ADRA is the largest single food recipient globally for RAH, in recognition of ADRA's capacity for implementing a School Feeding Initiative (SFI) in five countries in Africa. In 2019 50,000 children in 186 schools in Malawi, Mozambique, Eswatini, Zimbabwe and Madagascar benefitted from this program.

Livelihoods

FAO identified ADRA's Farmer Market School model as a model with potential to yield solid results during a dissemination meeting in Nairobi, Kenya. ADRA was asked to speak at conferences and panels throughout the year. We expanded the number of organizations we partnered with on potential opportunities in 2019.

Madagascar: FFP recognized ADRA's effort to improve the design of the FIOVANA ToC. ADRA incorporated lessons learned from a recently ended project ASOTRY, an in-depth analysis of the local context (conducting two field-based assessments), and supported with detailed literature reviews.

Zimbabwe: CRS recognized ADRA's expertise in the following technical sector: livelihoods/agriculture and economic recovery, offering ADRA a partnership as a sub-grantee in two rounds of an OFDA project, which was accepted. Both projects have been successfully implemented.

Emergency Management

Brazil: UNHCR recognized ADRA on several occasions at the Migration Committee meetings in Mina Gerais as the leader of Best Practices with its protocols and processes for the interiorization² of Venezuelan migrants. There are 28 entities that belong to the committee that includes Jesuit Service for Migrants and Refugees and state government representatives.

² Term coined by the Brazilian government to describe the relocation of Venezuelan migrants who are currently in Roraima to other Brazilian states

Peru: National and provincial governments recognized ADRA's capacity to respond promptly to any emergency due to ADRA's emergency national plan and linkage into the Seventh-day Adventist church network, which results in quick deployment of volunteers, goods, and technical expertise in the wake of disasters. During 2019 ADRA utilised the services of 388 volunteers in Peru. The following table summarises the significant disasters that ADRA responded to in 2019:

N°	Project Name	Disaster	Location	Commodities distributed
1	Juntos por Mirave	Landslide and flash floods	Mirave - Tacna	Hot meals and potable water
2	Ayuda Humanitaria a familias damnificadas	Flooding and heavy rains	Pichanaqui - Junin	Hot meals and food baskets
3	Unidos por Sauce	Earthquake	Sauce - San Martín	Food baskets
4	Juntos por San Juan Bosco - Callao	Fire	San Juan Bosco - Callao - Lima	Hot meals

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

An analysis of ADRA's projects implemented during 2019 identifies ADRA practices inclusiveness, active promotion of human rights and gender equality in the implementation of projects.

In last year's report it was identified that ADRA International does not have policies that clearly set out its commitment to respecting internationally recognized human rights standards, addressing gender equality and promoting women's empowerment across its operations,

in its projects or programs nor promoting inclusiveness that ensures the needs of the most vulnerable are addressed. It was reported that ADRA would address this gap by the end of 2019. As of December 2019, what has been achieved is the drafting of a Gender, Equality and Inclusion policy, which is expected to be finalised and approved in 2020.

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

ADRA has several policies in place to minimize the likelihood of negative impacts on stakeholders. These policies include the following:

- Protection Policy that includes Gender-Based Violence (GBV) and Sexual Exploitation and Abuse (SEA), and Protection of the Child. This policy can be found on the ADRA website by clicking [here](#).
- Complaints and Response Policy that ensures ADRA is fully accountable to all its stakeholders, enabling them to raise complaints and concerns about the work and operations of ADRA, which will improve the quality of ADRA's work in all areas. This

policy will be available via ADRA's website in 2020.

- Conflict of Interest Policy that must be signed by all ADRA Board members, Staff and Volunteers on an annual basis.
- All new employees are required to read and sign a Code of Ethical Conduct.

- To facilitate the operationalisation and accountability to these policies there is a Standard Operating Procedure (SOP) for Feedback and Complaints Reporting and a manual for Developing a Community Feedback and Response Mechanism, which was finished, approved and distributed during 2019.

Currently ADRA does not have a policy that requires a risk assessment relating to negative impact on beneficiaries / communities outside of the risk assessment that donors require, which typically includes any impact projects might have on communities long term.

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5. How ADRA demonstrates responsible stewardship for the environment

The ADRA Board approved an Environment Policy in October 2019. This policy recognizes ADRA’s responsibility to reduce its carbon footprints, and formally commits itself to be environmentally responsible through protecting natural resources, promoting environmental stewardship, and implementing sustainable practices. The policy details the actions ADRA and ADRA staff will take to meet this commitment.

As required by donors, ADRA completes Environment Safeguard plans for projects. An example is the Fiovana project in Madagascar. Key elements of the Environment Safeguard Plan for this project ensures the following are in accordance with best practice environmental guidelines:

- Latrine site selection
- Waterpoint site selection and construction
- Medical waste safe disposal plan
- Integrated pest management
- Climate-Smart Agriculture approaches
- Agro-biodiversity selection
- Use of organic fertilizers
- Road rehabilitation
- Irrigation and community center construction.

Integral to the successful implementation of the Environment Safeguard Plan is to ensure adequate staffing and budget for environmental compliance and that environmental planning outputs are integrated with the overall M&E plan.

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FIOVANA Project - Quick Facts:
 Duration: 5 years (2019-2024)
 Consortium: ADRA (Lead), FIANTSO, Agronomes et Vétérinaires Sans Frontières (AVSF), TANGO International, and FHI 360
 Target Population: 428,800 (71,467 HHs)/60 Communes
 Donor: USAID /Food for Peace
 Project purpose: Collectively, address poverty, food insecurity, and stunting in the south-eastern regions of Vatovavy-Fitovinany and Atsimo Atsinanana. The project aims to directly address the underlying causes through interventions focused on health, nutrition, agriculture, livelihoods, and risk management practices that, when collectively adopted by households and communities, contribute directly to transformative changes. All the interventions aim to empower women and girls, while simultaneously shifting the discourse to empower men and boys to become change agents in their communities and homes.

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 2019

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.

When prioritizing stakeholders, communities and beneficiaries are at the top of the list. Other stakeholders are not necessarily prioritized, however ADRA's relationship with them is determined by alignment with ADRA values and operating principles. In terms of specific groups of individuals, ADRA prioritizes women and children, the elderly, disabled and other vulnerable groups.

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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.

Generally, ADRA's presence in communities and countries globally for more than 30 years has resulted in ADRA being a recognized and trusted partner in many places. Many ADRA employees live in the communities they serve. As a result, ADRA seldom faces challenges engaging with communities and minority groups.

During 2019 ADRA worked with Venezuelan migrants in Colombia. Although ADRA was a recognized name in host communities, the agency was not known to migrants crossing the border. When ADRA first started implementing a health program for migrants, ADRA experienced issues with reaching beneficiaries, primarily due to lack of trust and no established relationship. To address the issue, ADRA developed and implemented a strategy that included the following:

- Visited the community several times per week, establishing and building relationships with community leaders
- hosted listening sessions with communities, including both Colombian community members and recent immigrants
- worked through local churches to reach out

Within two months of implementing this strategy the number of migrants registering at health centres increased significantly. Soon after UNHCR, IOM, and the Colombia Ministry of Health recognized ADRA as the leading organization for the health sector working with Venezuelan migrants.

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

From the humanitarian perspective, coordination with other stakeholders during an emergency response is not an option or a preference for ADRA, it is an opportunity and a commitment. During a disaster, ADRA coordinates with the UNOCHA, whose mandate is to coordinate the global emergency response in humanitarian crisis, and/or with the National Agencies of Emergency Management. ADRA participates at the cluster meetings where ADRA is responding, mainly WASH, Shelter and logistics, but also Education or Health, depending

on the type of intervention. The SitReps that are produced by the ADRA Emergency Response Team in the field, include a section on Coordination.

In the response to Hurricane Dorian in Bahamas in September 2019, ADRA Bahamas actively participated in the different coordination meetings. From the beginning, ADRA focused the response in the Education sector. As a result of the presence of ADRA in the Education meetings, ADRA became known among the different NGOs, UN and Government agencies, as a reliable technically savvy partner. As a result, ADRA was able to secure projects with UNICEF and in partnership with IsraAid at the schools in Abaco and Grand Bahama. It also provided firsthand contacts with the Ministry of Education of The Bahamas, who asked ADRA to rehabilitate the most affected schools in these two islands.

ADRA's operational responses in complex and protracted emergencies, such as Yemen and Syria, relies on close coordination with other humanitarian actors through UN Cluster systems and NGO Forums, as well as extensive engagement and participation with local, regional and national government actors.

Development programming, especially related to agriculture and livelihoods, requires rigorous market studies to ensure interventions contribute to local economies, that local market stakeholders are positioned to benefit from ADRA's operations and to avoid market disruptions or negative impacts on local market actors. For many humanitarian and development programs, ADRA will also work with the country affiliate to conduct a project- or program-level stakeholder analysis to ensure that those affected by and benefitting from operations can engage, especially during planning phases. This enables ADRA to develop programming that is accountable across stakeholder groups, which is then reinforced through inclusion of stakeholders to support program activities, such as through joint monitoring visits conducted with community members or government officials.

Development programs often include, and success is dependent on, greater levels of engagement of local actors and government officials/employees. This includes, for example, health care workers and administrators in the health system, strengthening activities, implementing new practices or various market actors being brought together and forming new relationships to improve market connections and enhance value chain efficiencies.

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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 / beneficiaries to provide feedback are formal meetings and conference calls between ADRA managers and Donor officers, forums with the participation of donors, NGOs and other actors involved in the area where the project is implemented and engagement and consultation with target communities from inception to completion of a project.

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

At the project level, ADRA implements feedback mechanisms that provide project participants more than one means of communication, such as dedicated telephone lines, message boxes, email, discussing directly with field staff, focus group discussions. Through these means everyone, regardless of language, culture or education, can communicate to provide feedback or present a complaint.

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. It was reported in the last AN Report would review the different channels used to receive complaints, to streamline them and to ensure a timely and effective response to them. As a result, an Ethics and Compliance Committee has been established. The purpose of the Ethics and Compliance Committee is to assist the Agency in the management of its compliance examinations and triage of complaints received from across the Network, in reporting to external parties (donors), and in the resolution of compliance investigation findings. The committee comprises of the following positions:

- VP for People and Culture (chair)
- VP for Finance
- ADRA Legal Counsel for Compliance
- Internal Audit (invitee)

The committee will meet whenever a complaint is received, or at other appropriate times when required to discuss or evaluate on-going relevant items. The committee may invite any persons with knowledge and expertise on specific issues to sit with the committee as needed and as the committee deems appropriate.

Self Assessment

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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 meetings³ and rapid need assessments⁴.

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.

³ List of attendees to meetings

⁴ Need assessment reports

Just before the project implementation commences, ADRA signs agreements of cooperation⁵ 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 management⁶. ADRA and the donor(s) usually conduct project programmatic reviews⁷ 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 reports⁸ are shared with local authorities. These reports also explore the impact, lessons learned and best practices and achievements.

Self Assessment

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

ADRA solicits direct feedback from stakeholders through project-level events, including baseline assessments, mid-term and end-line program evaluations, which also aim to measure the overall benefit the projects deliver. This typically includes responses from local stakeholder entities (government officials, market actors, etc.) in addition to beneficiaries, and captures donor-level feedback as well with recommendations to improve both operations and impact. While end-line evaluations are important to inform future programming with lessons learned, mid-term reviews/evaluations offer the opportunity to course-correct mid-project and effect greater change within the project period.

To support ADRA's routine establishment of complaints and feedback mechanisms within its affiliates, ADRA developed in 2019 a template SOP to be used primarily where ADRA supports USG programs, however the SOP has relevance to all projects irrespective of the donor. The Feedback and Complaints Mechanisms SOP for country offices responds to the need of having an integrated mechanism for both feedback and complaints, and for the three main types: programmatic aspects, fraud and financial mismanagement, and safeguarding issues. The SOP will be rolled out in 2020, along with a training package, and will significantly improve the quality of collected information and the traceability of feedback and complaints at the country level.

⁵ Signed agreements

⁶ Minutes of Complaints Management Committee

⁷ Project programmatic review reports

⁸ Final evaluation reports

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.

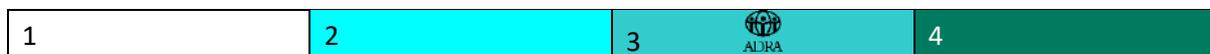
A key stakeholder is the Seventh-day Adventist Church. Feedback that is often received from the church at large includes the following:

- 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 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.

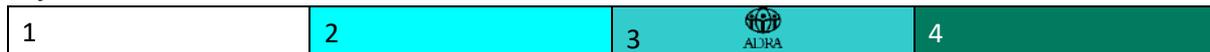
Self Assessment



Question E4

This has been addressed in answering question B1.

Self Assessment



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. For example, the group liaises with Technical Learning Labs, such as education, to better understand issues to inform the

advocacy strategy.

In 2019 ADRA commenced a global review on education policies affecting school-aged children’s access to education. This review looked at issues ranging from financing education to social-inclusion and other key factors. This will be completed, and a report published in 2020 and shared with the ADRA network.

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.

Self Assessment

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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. In support of this approach, the following key advocacy-related activities were undertaken in 2019:

In 2019 the below workshops and trainings were run with the ADRA network to educate and train offices on advocacy:

- 1) An advocacy 101 workshop held in Jordan at ADRA's Annual Council in February. The purpose of this training was to upskill staff from across the ADRA Network of offices on the key pillars of advocacy and ADRA's approach to advocating on issues.
- 2) A more in-depth workshop for ADRA leadership and advocacy staff was run with 10 focus countries: Uganda, Myanmar, Thailand, Somalia, Malawi, Fiji, Norway, Mozambique, Niger, Kenya. The workshop was held in Johannesburg, South Africa. These countries have since commenced their own advocacy projects with a focus on education.
- 3) ADRA launched its first global advocacy campaign in October 2019 called "Every child. Everywhere. In school.", with the purpose of giving every school-aged child access to an education. ADRA is urging support for the nearly 300 million children, adolescents and youth globally—or one in every five—who are out of school, according to a UNESCO report. The first phase of this campaign was to collect over a million names across the globe to amplify ADRA’s voice and to show that this is an issue that is important to ADRA and the communities we serve. Since launching this ADRA has collected over 860,000 signatures. To view the strategy of this campaign ([click here](#)).

Self Assessment

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G. We are transparent, invite dialogue and protect stakeholders’ 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 ([click here](#) for 2019 financial statement).
- ii) The Protection, Privacy and Whistleblowing Policies ([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 2019 ([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 ([click here for 2018 Annual Report](#)).

ADRA undertook a major redevelopment of their website in 2019. While the website has seen tremendous developments in terms of functionality, further development is planned, especially in the area of content.

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.

Based on the feedback of the Review Panel, ADRA will undertake a gender pay gap analysis in 2020. ADRA is committed to pay salaries based on defined categories for roles/levels, and with respect to qualifications, experience and required competencies.

The base salaries of the five most senior positions range from \$90,459 to \$91,275. The ratio between the highest and lowest base salaries is 2.3:1.

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 was updated in 2019 to ensure compliance with GDPR, which included clauses pertaining to removing personal data from ADRA’s systems. 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.
- Compliance with GDPR gives the right to request from the organization: access to and rectification or erasure of personal data, restriction of your personal data usage, object to the processing your data, as well as the right to data portability.
- 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 2019 were:

- 1) US Government (\$57,758,612)
- 2) Action Against Hunger (\$2,214,335)
- 3) American Soybean Association (\$613,565)
- 4) Catholic Relief Services (\$376,932) and
- 5) World Vision (\$288,206).

ADRA International’s five largest private donors were individuals donating respectively \$1,000,000; \$650,000; \$633,707; \$195,000; and \$157,053. 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.

ADRA International does not have any defined targets relating to gender and local hires. There is a commitment for more gender balance at the executive and board level, but no targets have been established. ADRA International does not collect data at the country office level relating to gender or local hires. ADRA International has drafted a Diversity in the Workplace policy, which will be approved in 2020. There are currently no plans to track successful implementation of the policy.

Selecting, hiring, promoting, transferring, training, developing, compensating or otherwise managing an employee based on race, color, gender, national origin, political affiliation, age, marital status or any other legally protected characteristic or requiring workers to perform more difficult tasks or less desirable work assignments in order to force them to retire or resign from employment is not permitted. The only exception is that ADRA does, in certain employment situations and when permitted by law, exercise its right as a religious employer to the preferential hiring and promotion of members of the Seventh-day Adventist Church. This preference is to ensure that organizational leadership and service delivery is consistent with, and representative of, the beliefs and values of the Seventh-day Adventist Church.

In total there were 115 employees at ADRA International in 2019. Of that total staff comprised of 58 women (50.4%) and 57 men (49.6%). Staff identified with the following ethnic groups:

Ethnic group	Number	Percent
Asian	8	7
Black or African American	20	17
Hispanic or Latino	30	26
White	51	45
Unspecified	6	5

The average age of employees was 43.9 years with an average service period of 6.06 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 did not set any targets for staff professional development in 2019, however the organisation did invest significantly in training and development. Staff at ADRA International attended 127 external training events at a cost of \$99,215 USD. Staff from the following work areas benefitted from these trainings: programs, Monitoring and

Evaluation, marketing, legal counsel, IT, HR, Emergency Management, business development, administration

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.

Staff reviews are conducted on a one-on-one basis. They cover general performance, personal and professional development and career development. All job descriptions were reviewed in 2019 to be able to re-calibrate role expectations and focus on relevant future staff development.

Self Assessment

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

ADRA’s employees can voice any concerns via the Silentwhistle hotline service that is contracted by the SDA Church. The external email and hotline contact details for the SilentWhistle service can be found on the [ADRA website](#).

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

Security protocols are clearly defined for ADRA International staff. The Safety and Security Network Working Group regularly review global protocols and procedures. A review of the sexual harassment policy is underway. An Ethics and Compliance Committee to receive allegations and complaints and assess required interventions has been formed. The Chief Safety and Security Officer regularly assesses countries of high risk before allowing ADRA International staff to travel.

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

the funders’ wishes.

Self Assessment

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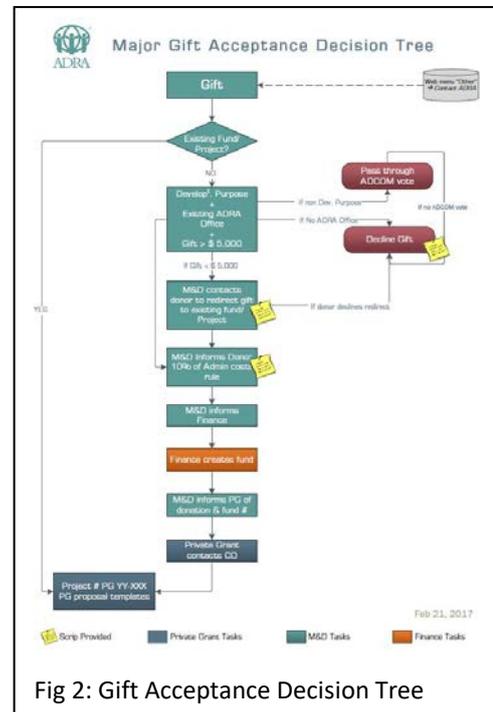


Fig 2: Gift Acceptance Decision Tree

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 (managed by consultant firm BKD) 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 re-sign 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.

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 whereby 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.

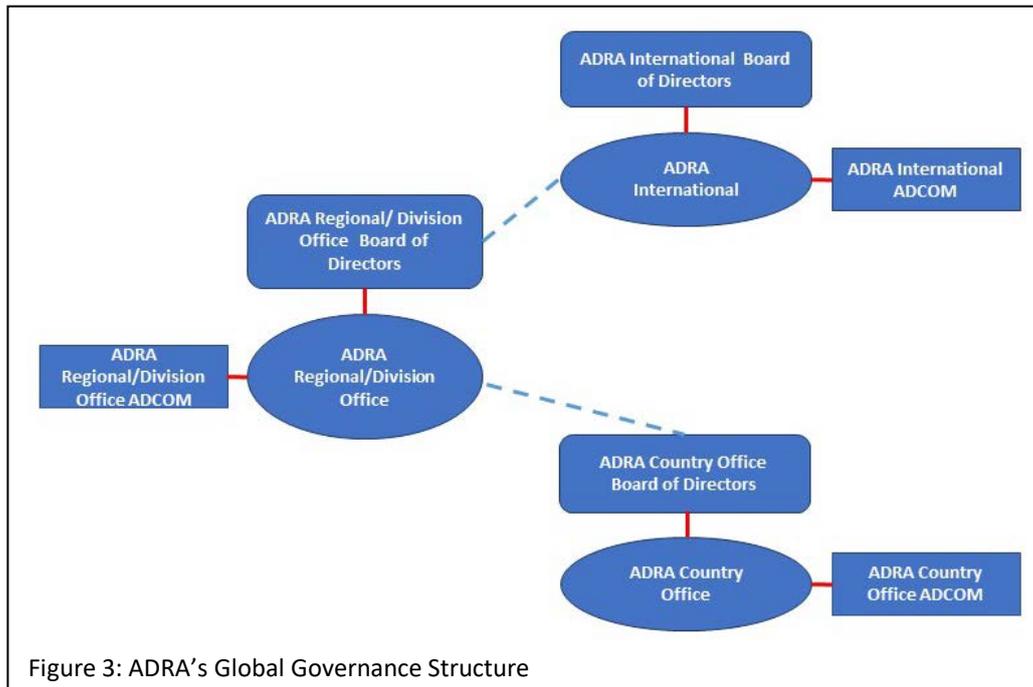
Within the ADRA Network there are three distinctive types of office:

- 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 116 country offices (see Appendix I for the list of regional and country offices).



ADRA International is governed by a Board of Directors, comprising 45 members, both from within the ADRA network and externally. Twenty five of the 45 board members are appointed based on their position in SDA church leadership worldwide. This ensure excellent geographical representation. Of these only 4% are female as a direct result of the church’s policies. There aren't written guidelines for hiring lay board members, however the practice has been to hire at least one lay board member from each of the 11 global Church Administrative Divisions, with professional skills related to ADRA’s mission. Currently 30% of this group are women. The relatively large size of the board does not appear to pose any challenge, besides possibly the related meeting costs. This is mitigated to a large extent by timing the ADRA Board meetings with the Church’s global meetings.

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 approximatively 120 staff at Head Office.

The appointment or re-appointment of Board members occurs every five years, with the next cycle beginning in October 2020. The General Conference of the Seventh-day Adventist Church (GC) Executive Committee determines the Board members, who 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-related 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. During 2019 the Board reviewed five complaints.

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. In 2019 the board met 3 time, including two face-to-face meetings.

Self Assessment

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

The ADRA International Complaints Policy was under review during 2019 and will be completed in 2020. The website has been updated with the current procedures for reporting complaints - [p26 of the Protection Policy](#) and the [Whistleblowing Procedure](#). General feedback can also be made via the [ADRA website](#) using an online contact form.

Brochures are being developed to outline complaint procedures relating to safeguarding, which will be completed in 2020. An Ethics and Compliance Committee with representatives from HR, Finance, Internal Audit and Legal Counsel has been formed to handle complaints and investigations. A complaints register is maintained for ADRA International.

In 2019, ADRA International received five complaints through their reporting channels. These complaints covered concerns of business integrity, employment and discrimination. All complaints have been investigated, resolved and relevant action taken. All matters are considered closed.

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. The external email and hotline contact details for the SilentWhistle service can be found on the [ADRA website](#). The complaint reporting and handling procedures have been revised to be more accessible. The formation of an Ethics and Compliance Committee will achieve more consistency in how complaints are handled.

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

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. It was reported in the 2018 AN Report these would be included in the revised policy expected to be approved within 2019 and the new ADRA website due for launch in September 2019, however this has not been realized.

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

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. It was noted in the last AN Reports these points were raised with the HR Unit at ADRA International and were to be addressed in 2019. Currently, it is standard practice that staff are notified when an

employee is terminated, however the reason is kept confidential and only accessible by members of the Operational Management Committee (HR Committee and Senior Management Committee). It is also standard practice that ADRA International only provides work confirmation to future employers, not a work reference. This information is not provided in the HR Policy.

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. In 2019 all senior management underwent a performance appraisal. The ADRA President's performance is appraised and addressed by the board as required. There have been examples where Board actions quickly follow inadequate performance. In these instances, the details remain confidential.

A retreat for the ADRA Board members and senior managers scheduled for March 2020 to discuss progress on meeting strategic promises and noted in the 2018 AN Report, did not take place. Board retreats typically happen when a new board is elected every five years. The next election of Board members is September 2020.

Self Assessment

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

The Accountable Now report for 2018 and the feedback from the Review Panel were shared with the ADRA International ADCOM (President and Vice Presidents) only. Despite stating in the last report that "the reporting process and feedback on the next report will be circulated to staff", this did not happen. Senior management have committed that in the future the report will be more widely distributed, which will include at least the Operation and Management Committee, which is a larger group comprising various levels of staff.

Self Assessment

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3. 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. The AAL standard incorporates AN commitments, however does not identify them specifically. So far 46 Country Offices have completed the online AAL assessment, including documentation demonstrating their compliance with the AAL standard.

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 Agency	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	Tanzania
Ethiopia	Niger	Togo
Ghana	Nigeria	Uganda
Kenya	Rwanda	Zambia
Lesotho	Gambia	Zimbabwe
Madagascar	Sao Tome & Principe	
ASIA REGION		
Bangladesh	Japan	Philippines
Cambodia	Laos	South Korea
China	Mongolia	Sri Lanka
Timor-Leste	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	Romania
Belgium	Hungary	Serbia
Albania	Italy	Slovakia
Bosnia & Herzegovina	Luxembourg	Slovenia
Bulgaria	North Macedonia	Spain
Croatia	Montenegro	Sweden
Czech Republic	Netherlands	Switzerland
Denmark	Norway	United Kingdom
Finland	Poland	
France	Portugal	
MENA REGION		
Iraq	Sudan	Tunisia
Lebanon	Syria	Yemen
NORTH AMERICA REGION		
Canada	ADRA International	
SOUTH AMERICA REGION		
Argentina	Ecuador	Uruguay

Brazil	Paraguay	
Chile	Peru	
SOUTH PACIFIC REGION		
Australia	Papua New Guinea	Vanuatu
Fiji	Samoa	
New Zealand	Solomon Islands	

Implementing (Field) office

Supporting Office

Both Supporting and Implementing Offices