

## **Improvement Analysis Adventist Development and Relief Agency October 2020**

### **Progress and challenges over the reporting period(A3)**

No assessment to measure ADRA's actual progress towards achieving its strategic goals has been carried out. A "mid-term review" of the Strategic 2017 to 2022 Framework was undertaken in mid-2019, which consisted of a survey of regional and country offices. Feedback provided from it however was limited to confirmation that "the Framework and goals were considered relevant for the ADRA Network and that generally the goals were well defined". The review also indicated that Goal 4 needed further progress.

Although Working Groups provide guidance, advice and support to the ADRA offices for the successful achievement of each Change Goal are in place, there is no system for monitoring, measuring and reporting. As such, ADRA is unable to report on its progress towards achieving any of its success indicators.

### **Minimising negative impacts on stakeholders(C4)**

While the response lists several policies in place that may help minimize potential negative impact on stakeholders, no specific examples or details have been provided as to how these work in practice, and whether there have been instances where the policies have indeed led to minimising negative impacts on stakeholders. While stating that there is currently no risk assessment process in place for this, the report is silent as to whether this is an intended action moving forward.

In the next full report, the panel requests ADRA to provide examples of how the policies and processes work in practice (re minimising negative impacts on stakeholders).



### Stakeholder Feedback (E1)

With regard to donors and partners, ADRA makes use of formal meetings, conference calls, and forums to gather their feedback. Regular programmatic and financial reports, an annual survey to private donors, and social media channels all allow donors to engage, ask questions, and provide feedback.

Reports are also made to the ADRA Board and to governments in the countries ADRA work in, providing relevant information and allowing questions and feedback to be raised.

In the case of beneficiaries, the response states that project participants are offered several channels to provide feedback to ensure everyone can provide feedback.

The panel requests information in the next report on how ADRA gathers feedback from internal stakeholders, particularly staff and volunteers.

The panel recommends that ADRA should consider that in future reports, the point of evidence should not be limited to complaints mechanisms, and should include examples of changes ADRA has made in response to feedback received.

In addition to this the Panel notes ADRA's comments around improvement needed in listening and acting on the feedback received, and look forward to what initiatives have been taken in this area in their next report.

### People and partners have gained capacities that last beyond your immediate intervention (E4)

The report states that this is addressed under question B1. Although some examples are provided of how beneficiaries' capacities have been strengthened, more details on how ADRA ensures a systemic approach to ensuring sustainability would be appreciated.

### Inclusion of staff in discussing progress toward organisational accountability (K2)

In the last reporting cycle, the Accountability Report and feedback from the panel were shared with the ADRA International ADCOM (President and Vice Presidents) only. The response commits to share more widely, including a larger group with various levels of staff.



Independent of sharing the Accountable Now report with staff, the Panel would like to know if there are any other ways that staff can be included in helping drive accountability. For instance, in the previous report it was stated that one of the key tenets of ADRA's Accreditation and Learning (AAL) system is accountability, and offices are expected to become more aware of accountability standards and requirements of staff as the system is rolled out. The Panel looks forward to hearing more about this, and would welcome examples of any particular accountability related issues that were discussed with staff