



**Accountable
Now**

GLOBAL STANDARDS LOCAL TRUST



ADRA – Adventist Development and Relief Agency Independent Review Panel Feedback

Accountability Report 2019
Review Round October 2020



ADRA International Feedback from the Independent Review Panel

Review Round October 2020

4 November 2020

Dear Michael Kruger,

Thank you for ADRA's accountability report. We, the Independent Review Panel of Accountable Now, appreciate ADRA's efforts to strengthen accountability to communities, local partners, supporters, staff, donors, or other key constituencies. Our key focus is on accountability to those you serve. It is against this background that we critically discussed your report and came to the individual assessment below.

ADRA's third accountability report reflects the continued commitment to accountability and provides detailed responses for most of the reporting questions. The Panel appreciates again that ADRA has followed the reporting questions and used the self-assessment scoring.

ADRA's approach on ensuring privacy rights and protecting personal data (G3), identification of stakeholders (D1), and maximising coordination with others operating in the same space (D3) are identified as strengths.

Across the report, ADRA seems to be more focused on 'upwards' accountability than in 'downwards' accountability. In the next reports the panel suggests to focus more on accountability to those ADRA works for and with. The specific areas for improvement are: Progress and challenges over the reporting period (A3), Minimising negative impacts on stakeholders (C4), Stakeholder feedback (E1), how people and partners have gained capacities that last beyond your immediate intervention (E4), and inclusion of staff in discussing progress toward organisational accountability (K2).

Overall, the Panel is satisfied with ADRA's commitment to dynamic accountability, and finds its ways of working to be strong. As such, we are happy to move ADRA to the biennial reporting cycle. This means that the next report should be a brief interim report on 2020, focusing on any major accountability related updates as well as the areas for improvement flagged above.



We look forward to discussing our feedback with you in a follow-up call, which the Secretariat will be in touch to schedule. This conversation will form the basis for your response letter, which will be made publicly available on the Accountable Now website along with your report and this feedback letter. If you have any other feedback or comments on our work, please share them with us by sending them to the Accountable Now Secretariat.

Yours sincerely,

Accountable Now's Independent Review Panel





ADRA International's Accountability Report 2019

Review Round October 2020

Opening Statement from the Head of Organisation

ADRA's third accountability report opens with a statement from the new President Michael Kruger, highlighting the ADRA Accreditation and Licensing (AAL) program development. While stating that it will be an important driver for the organization to align with the 12 accountability commitments, there are no details available to properly assess the link. Notwithstanding this, during 2019, good progress has been achieved in its adoption, with a number of country office's having completed (or are working towards obtaining) their license/accreditation.

The statement also highlights two other key initiatives launched during 2019; the new leadership framework and training program; and the acquisition of a single (IT) platform, which will enable the real time transfer of knowledge via the ability to manage projects across multiple sites and functional areas. ADRA expects both initiatives will lead to more effective, efficient and accountable programs.

Cluster A: Impact Achieved

A. The impact we achieve

A1	Mission statement and theory of change The response outlines ADRA's new purpose statement (adopted in 2018 to replace the previous mission statement) and theory of change.	4
A2	Key strategic indicators for success ADRA outlined its five Change Goals from its 2017 to 2022 strategic plan. Each goal includes objectives and "Measures of Success" - with 37 success indicators in total.	2
A3	Progress and challenges over the reporting period	1



	<p>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.</p> <p>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.</p>	
A4	<p><i>Significant events or changes regarding governance and accountability</i></p> <p>The most significant development in 2019 was the launch of ADRA's accreditation and licensing (AAL) system. This system requires country offices to comply with ADRA and international standards in order to be part of the Network. The development and implementation of the AAL system has prompted country offices to develop policies, to improve decision-making systems and to engage more with Boards, thereby increasing overarching levels of accountability. At international level, network-wide policies were developed. It is noted that the system was based on the completion of a "self assessment" questionnaire followed by some form of "onsite verification". In this context, further details of the process (including the questionnaire used) and how the answers were assessed would be helpful.</p> <p>ADRA's response also describes the new leadership framework and training program launched, as well as the Harvard Manage Mentor available to country directors.</p>	3
B. Positive results are sustained		
B1	<i>Sustainability of your work</i>	2



	<p>The report states that ADRA does not evaluate sustainability beyond the project cycle – Once again, the Panel asks for ADRA's reasoning as to why this is not being done.</p> <p>Instead, ADRA limits the measurement of sustainability to the life of the project itself, by evaluating the strengthening of beneficiary capacity, introduction of improved approaches, and establishment of systems to ensure long-term outcomes. An example is provided on how ADRA applied a sustainability and exit strategy; enabling them to “better track project progress and adapt project strategies earlier to enhance sustainable results” in its work.</p> <p>In the next report, the Panel asks ADRA to share if and how it involves key stakeholders to ensure the sustainability of its work, apart from capacity building. E.g. are stakeholders engaged in developing and implementing programmes together with ADRA, and therefore likely to be more invested in continuing them after the end of the programme's life cycle?</p>	
B2	<p><i>Lessons learned in the reporting period</i></p> <p>A Monitoring, Evaluation and Learning (MEAL) policy for the Network was developed in 2019, as well as guidelines on establishing feedback mechanisms. Approval of this policy was due to take place early 2020. In the next full report, the panel looks forward to hearing how the policy contributes to a systematic approach to capturing and sharing learnings.</p> <p>With regards to specific lessons learned in 2019, an example from a multi-year project in Madagascar was provided as evidence that lessons learnt are being incorporated into follow-on projects. These lessons learnt were shared with both the donor and external stakeholders.</p>	3
C. We lead by example		
C1	<p><i>Excellence on strategic priorities</i></p> <p>ADRA's strategic priorities are health, education, sustainable livelihoods, and humanitarian response. The report lists the number of grants and projects focused on its key priority areas. It also lists the relevant networks and alliances ADRA is part of.</p>	2



	Notwithstanding this, the Panel would appreciate more details on how ADRA's delivery of projects and membership in these groups demonstrates leadership and guidance to others.	
C2	<p><i>Expertise is recognised and welcomed by peers and stakeholders</i></p> <p>While the response provides a number of examples of external recognition of ADRA's "expertise", most appear to be related to 'upward' accountability only. In this context, it is unclear if views have been sought from 'downward' facing stakeholders such as the people and communities ADRA works for and with. The Panel would welcome the inclusion of some examples in ADRA's next report.</p>	3
C3	<p><i>Inclusivity, human rights, women's rights and gender equality</i></p> <p>While the response stated that an analysis of the projects implemented in 2019 found that "ADRA practices inclusiveness, active promotion of human rights and gender equality in the implementation of projects" ADRA", no details of the actual analysis itself, the methodology used or who conducted it were included. In order to better assess this, the Panel would appreciate more details of the above analysis.</p> <p>A Gender, Equality and Inclusion policy has been drafted and is expected to be finalised and approved in 2020. The panel looks forward to having more details on the policy - and its impact - in ADRA's next report.</p>	2
C4	<p><i>Minimising negative impacts on stakeholders</i></p> <p>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.</p> <p>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).</p>	2



C5	<p>Responsible stewardship for the environment</p> <p>While the report states that an Environment Policy was approved in 2019, which commits the organisation to be “environmentally responsible through protecting natural resources, promoting environmental stewardship, and implementing sustainable practices”, a copy of it was not provided to the Panel. The panel suggests this policy be shared and made publicly available (via ADRA’s website).</p> <p>It was noted that ADRA completed Environment Safeguard plans for projects as required by donors, with an example of how this is done in a project implemented in Madagascar.</p> <p>In the next report the Panel would request details and examples of how ADRA is working to reduce the environmental impact of its own operations and offices all over the globe (e.g. by reducing travel, promoting train/public transportation where possible, energy saving or recycling initiatives, etc). More details around the Environment Safeguard plans mentioned, would also be appreciated.</p>	3
<p>Cluster B: Stakeholder Involvement</p>		
<p>D. Key stakeholders are identified with great care</p>		
D1	<p>Key stakeholders and how they are identified</p> <p>The panel notes positively that ADRA prioritises communities and beneficiaries stakeholders, especially women, children, the elderly, disabled and other vulnerable groups. ADRA’s other key stakeholders are listed : the Seventh-Day Adventist Church (and associated institutions), international partners, funders, and national and local governments in countries where ADRA operates.</p> <p>The report describes ADRA’s approach in identifying stakeholders for a particular project or initiative, and notes that during a project (and particularly in emergency-related projects), the key stakeholders can change in response to the context. Notwithstanding this, the Panel would like to know if there is a formal documented process or procedure around stakeholder analysis.</p>	3



	The panel asks again whether stakeholders help identify one another? For example, do church or community leaders suggest people ADRA should work with and help?	
D2	<p>Reaching out to those impacted or concerned by your work</p> <p>ADRA reaches out to stakeholders in different ways, adapting methods to ensure the most appropriate channel for each stakeholder. Methods range from face-to-face meetings and phone calls to written communication, newsletters, website and social media. It was noted however that apart from face-to-face meetings with beneficiaries, the bulk of methods listed appeared to be upward focused (aimed at donors and partners). While the Panel noted that ADRA's comments on how its website and presence on social media was used as a general means to reach out to and stay in touch with current and potential partners, access to these are limited when it comes to certain beneficiary groups.</p> <p>The report provides an example of how ADRA engaged Venezuelan migrants in Colombia regarding delivery of health services for migrants.</p>	2
D3	<p>Maximising coordination with others operating in the same space</p> <p>The response expresses ADRA's commitment to coordinate with other actors, in particular when it comes to humanitarian crises. An example is provided which explains ADRA involvement in a Education sector response to the Hurricane Dorian in the Bahamas.</p> <p>The response acknowledges the necessity of market studies related to agriculture and livelihoods programs to avoid market disruptions or negative impacts on local market actors. ADRA involves stakeholders (including local actors) in programs planning phases to enhance accountability. The panel commends this practice.</p> <p>In development programs, emphasis is put on local actors and governments engagement which results in enhancing value chain efficiencies.</p>	4
E. We listen to, involve and empower stakeholders		
E1	Stakeholder feedback	2



	<p>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.</p> <p>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.</p> <p>In the case of beneficiaries, the response states that project participants are offered several channels to provide feedback to ensure everyone can provide feedback.</p> <p>The panel requests information in the next report on how ADRA gathers feedback from internal stakeholders, particularly staff and volunteers.</p> <p>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.</p> <p>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.</p>	
E2	<p><i>Stakeholder engagement</i></p> <p>The response is identical to that provided in the previous report, therefore the panel requests again the following:</p> <p>The Panel requests more information on how ADRA engages with beneficiaries prior to project implementation (in order to ensure they have an input into the project design), as well as with stakeholders during project implementation. The report states that programme monitoring is conducted through field visits and refers to complaints mechanisms, but no information is provided on what engagement looks like during the field visit, and whether and how stakeholders are involved in implementing projects.</p>	3



	<p>Once projects have come to an end, ADRA and donors conduct a final evaluation survey. Final evaluation reports are produced, which look into impact, lessons learned, best practices and achievements. These are shared with local authorities in some cases. The Panel asks whether these are also shared with the people and communities, for who and where ADRA has worked.</p> <p>The response can be strengthened in the next report by providing some specific examples of how the processes described work in practice, and how stakeholders involvement may have shaped or changed ADRA's work.</p>	
E3	<p>Main likes/dislikes from stakeholders and organisation's response</p> <p>The response explains how ADRA solicits and receives feedback, and how the complaints and feedback mechanism at country level will be supported by a Standard Operating Procedure (SOP) in 2020.</p> <p>Notwithstanding this, the feedback received (as described in the report) is extremely general in nature, and is identical to that included in its previous report. No specific examples have been included.</p> <p>The Panel would like to see more detail on specific feedback from received (in particular from) people or communities ADRA works for and with, (Is there any other key pieces of feedback apart from the appreciation of ADRA working in remote locations?) as well as from internal stakeholders such as staff and volunteers.</p>	2
E4	<p>People and partners have gained capacities that last beyond your immediate intervention</p> <p>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.</p>	2
<p>F. Our advocacy work addresses the root cause of problems</p>		
F1	<p>Evidence regarding the root causes of the problems you address</p>	3



	<p>ADRA addresses this via its Advocacy Working Group which ensures resources are available to support the identification and collection of evidence of the root causes of problems, and their use for advocacy. The panel would appreciate an example of this in ADRA's next full report.</p> <p>In 2019, ADRA commenced a global review on education policies, aiming to produce a report to be shared with the ADRA network.</p> <p>The response also mentions ADRA's participatory advocacy approach, which facilitates the identification, confirmation and addressing of root issues of problems by affected communities. The panel would appreciate an example of this in ADRA's next report.</p>	
F2	<p>Stakeholders support your advocacy work and value changes achieved</p> <p>As stated above, ADRA uses a participatory advocacy approach which puts rights holders at the centre of advocacy efforts, from understanding their rights to advocating for them, on issues they feel are important. The Panel considers this to be a positive practice, and would welcome some more details or examples of this in practice.</p> <p>The response also included a list of workshops and training on advocacy delivered in 2019, as well as the launch of its first global advocacy campaign (focused on education) that has collected over 860,000 signatures.</p>	2
<p>G. We are transparent, invite dialogue and protect stakeholders' safety</p>		
G1	<p>Availability of key policies and information on your website</p> <p>The response lists the following information and documents available on the website: financial statement, Protection, Privacy and Whistleblowing policies, IRS 990 Report, and statistical information on the latest available annual report.</p> <p>More content is planned to be uploaded. The panel encourages ADRA to include any policies and procedures that can help stakeholders to better understand how the organisation operates, and by doing so better engage with it (thereby improving overall accountability).</p>	3



G2	<p>Pay scale, gender pay gap and top salaries</p> <p>ADRA's remuneration policies are in line with those of the Seventh-day Adventist Church, which state that wages should be fair, just and equitable. Each division of the Church sets their own salaries, as national contexts and economies differ. Since the remuneration policy does not differentiate between male and female staff, and as wages are set based on the position, qualifications, and experience of staff. The panel notes positively that a pay gap analysis is planned for 2020 and look forward to the results in the next full report.</p> <p>The report provides the base salary range of the five most senior positions, and the ratio between highest and lowest base salaries.</p>	2
G3	<p>Ensuring privacy rights and protecting personal data</p> <p>ADRA has a privacy policy which explains the information it collects from visitors to the website, via email, and other channels, how information is kept secure, and how it deals with information about donors and children. The policy was updated in 2019 to ensure compliance with GDPR The report highlights the key points of the policy.</p>	4
G4	<p>Largest donors and their contributions</p> <p>The report lists ADRA's five largest contributions from private donors – all of whom wish to remain anonymous, and five largest contributions from government and organisational donors. The response also explains how the anonymity of contributors is protected. The Panel accepts the donors right to privacy, but from an accountability perspective, the Panel recommends the disclosure of the top five donors' names (as a matter of transparency).</p> <p>ADRA states that they accept resources from donors with similar values and strategic priorities, and does not accept gifts that are too restrictive to purpose.</p>	3
<p>Cluster C: Organisational Effectiveness</p>		
<p>H. Staff and volunteers are enabled to do their best</p>		



H1	<p>Recruitment and employment is fair and transparent</p> <p>The report outlines ADRA's staff recruitment process – can this be linked/shared in the next report? An HR recruitment officer assists with each recruitment to ensure a consistent and fair process. Detailed records are kept at each stage to allow a fair final analysis in selecting the best candidate. In support of this, the panel notes that a 'Diversity in the Workplace' policy has been drafted and will be approved in 2020. While a positive development, the Panel also notes that ADRA currently have no plans to track its implementation . As details of the policy have not been provided for review, the Panel would welcome details of whether diversity is extended to include minority groups such as LBGT and those with disabilities.</p> <p>At international level, the report provides a breakdown of total employees, by gender and ethnicity (also providing the average age and duration of employment. The Panel notes (positively) that there is an even gender split. In its next report, the Panel would be interested in also seeing the gender and ethnicity breakdown for leadership positions. In addition to this, are there any plans to collect similar data at country level (maybe as part of the AAL process outlined in Section A.4 above)?</p>	3
H2	<p>Staff development</p> <p>The response states that ADRA invests a significant amount in its training and development budget, and which is supported by a dedicated Capacity Development Adviser. To identify training needs and skill areas for improvement, an annual training analysis is conducted, and managers are regularly surveyed to gather data on staff development. Several staff events are held each year to focus on these areas. As part of this process all job descriptions were reviewed during 2019.</p> <p>In the next full report, the Panel requests ADRA share which issue areas have been the focus of training and development in the past year.</p>	2
H3	<p>Safe working environment</p> <p>The response provides a link to the Protection Policy which also includes information on the complaints mechanism. The Silentwhistle hotline service</p>	2



	<p>is an external party mechanism contracted by the SDA Church That allows anonymous reporting. Information is available on the website.</p> <p>The panel requests ADRA to provide details of how it sensitises staff on the topic of reporting, and how they have ensured staff are aware of the various policies (including the code of ethics) associated with it. In addition to this, the Panel would like to find out more about ADRA's safe working environment for instances issues such as bullying, discrimination, and occupational health and safety (as the current report appears to be predominantly focus on reporting and whistleblowing). It would also be helpful to understand what mechanisms are in place to support and protect whistleblowers who come forward.</p>	
<p>I. Resources are handled effectively for the public good</p>		
<p>11</p>	<p>Resources are acquired in line with your values, globally accepted standards and without compromising independence</p> <p>ADRA advises that it has processes to ensure resource acquisition is in line with their values and doesn't compromise its independence. A Gift Acceptance Policy states that ADRA can refuse donations if they might compromise independence or come from a questionable source - the Panel commends this. A Gift Acceptance Committee monitors adherence to the policy and can make recommendations to the ADRA International Finance Committee if necessary. ADRA also applies the Model Standards of Practice for the Charitable Gift Planner.</p> <p>Notwithstanding this, the Panel would like to know if all potential donations are subject to the 'Gift Acceptance Policy', and whether the current process includes appropriate mechanisms around anti-money laundering and counter terrorism financing (AML/CTF). It would also be useful to understand the procedure which supports the 'Major Gifts Acceptance Decision Tree' and whether there are any limitations from accepting gifts/donations from certain industries sectors such as those associated with alcohol, tobacco, drugs and armaments for example.</p>	<p>3</p>
<p>12</p>	<p>Monitoring of progress and re-allocation of resources</p>	<p>3</p>



	<p>The response states that the Board of Directors specifically reviews ADRA's progress against its mission and goals at three board meetings per year, and that the programmes, finance, and fundraising teams work together to ensure that funds are matched appropriately to projects and spent in accordance with funders' wishes. Some more information is requested here to better understand if and how ADRA can re-allocate resources if needed.</p> <p>Notwithstanding this, it is unclear how effective this is given that no assessments to measure ADRA's actual progress towards achieving its strategic goals are not being carried out (See A2 and A3 above).</p>	
13	<p><i>Minimising risk of corruption, bribery and misuse of funds</i></p> <p>The report outlines the four key elements of the approach: review of policies and investigation of allegations by the Board and its Audit Committee, policies and procedures including a Fraud Policy (we encourage ADRA to provide a link to this), a conflict of interest declaration, Code of Ethical Conduct and training for staff, and financial controls.</p> <p>The report also explains that an Internal Audit Unit conducts investigations if controls should fail, and prepares a report with recommendations of actions to be taken.</p> <p>While ADRA's approach to mitigating the risk of fraud and corruption appears sound, the Panel notes that no details have been provided on how many actual cases of wrong-doing have been reported or what the outcome was. With regards to this, the Panel would like to know whether ADRA takes a risk-based approach to bribery and corruption, and have completed an annual risk assessment on the topic (or alternatively, have integrated it into a broader Enterprise Risk Management System). In addition to this, it would be helpful to know whether the internal audit function is independent of management (e.g. has a direct reporting line to ADRA's board for example).</p> <p>In future reports, the Panel requests that ADRA mentions whether there were any incidents in the reporting period (i.e. number, type and</p>	3



	quantum), what the outcome was, and what actions were taken in response (e.g. specific training, changes to policies or processes, etc).	
J. Governance processes maximise accountability		
J1	<p>Governance structure and recruitment of trustees/board members</p> <p>A detailed overview of ADRA's governance structure is provided, with a helpful organigram. ADRA International's Board of Directors has 45 members who are appointed in five-year cycles. The next cycle will begin in October 2020. Around half of the board members are appointed based on their position in SDA church leadership, which ensures diverse geographical representation. There aren't written guidelines relating to gender, age, geographical representation or skill sets when recruiting lay board members.</p>	3
J2	<p>Board oversight of adherence to policies, resource allocation, potential risks, and complaints processes</p> <p>It is stated that management reports and independent auditors' reports are used to monitor adherence to policies, and annual budgets and financial statements are used by the Board to monitor resource allocation. Potential risks and complaints are overseen by the Audit Committee or directly by the Board who receive a summary of complaints raised through the whistleblowing mechanisms.</p> <p>While it was noted that during 2019 the Board reviewed five complaints, no details were provided as to the type of complaint, whether it was proven, or what the outcome was. In the next full report, the Panel suggests examples be given to illustrate how the complaints are handled.</p>	3
J3	<p>Complaints handling mechanisms and overview of complaints (external)</p> <p>The current procedure for complaints can be found in ADRA's Protection Policy and Whistleblowing procedure. General feedback can be provided by complainants via ADRA's website using an online contact form. The panel notes however that the Protection Policy is not easily accessible on the website.</p> <p>There are several developments planned for 2020 such as the Brochures outlining complaints procedures for safeguarding issues, and the ADRA</p>	2



	<p>International Complaints Policy finalisation. The panel looks forward to the latter development as it should address issues raised in the previous feedback letter (e.g. clear guidance on who to contact to file a complaint, currently stated “designated individual in the protection policy).</p> <p>The report states that 5 external complaints were received in 2019, which might demonstrate an improvement in clarity on how to raise complaints (in the previous reporting cycle no complaints were received). That being said, the Panel notes that no specific details were provided as to what specific actions were taken internally as a result of the findings.</p>	
J4	<p><i>Complaints handling mechanisms and overview of complaints (internal)</i></p> <p>When it comes to internal complaints, ADRA has contracted a third party, BKD, for its phone and web-based complaint and whistleblower mechanism, IntegraReport. This is primarily for reporting fraud, and is available to all ADRA offices implementing US Government grants only (how many offices is this?). Where can staff find information about the IntegraReport complaints process?</p> <p>ADRA's employees can also use the Silentwhistle hotline which is contracted by the SDA Church. The report also mentions two email addresses and a phone number which can be used for complaints, and explains that these are still not yet available on the website. The current Protection Policy outlines the processes for handling complaints.</p> <p>The Panel notes however that no details have been provided on how many complaints have been received (for the period) via these various channels, or what the outcome was. It requests that this be included in ADRA's next report.</p>	2
J5	<p><i>Protecting confidentiality and anonymity of those involved in complaints</i></p> <p>The report states that the Complaints and Response Mechanism and the Protection Policy both address the need for confidentiality, and how this will be implemented. Key statements from the policies are shared in the report. Could the Complaints and Response Mechanism be shared?</p> <p>There is no information on what mechanisms have been put in place on how ADRA ensures confidentiality and anonymity of complainants (e.g.</p>	2



	have ADRA appointed whistleblower protection officers for example whose role it is to look after the interests of the whistleblower?).	
K. Leadership is dedicated to fulfilling the 12 Commitments		
K1	<p><i>The governing body and management are held accountable for fulfilling strategic promises</i></p> <p>The report states that there is no formal mechanism in place to hold ADRA's board and management accountable for meeting strategic promises. These issues were planned to be discussed at a retreat for Board members and senior staff, scheduled for March 2020, which didn't take place. Are there plans to hold these meetings online?</p> <p>The response states that ADRA's President's performance is appraised and addressed by the Board as required. The Panel would appreciate more details on how it is done.</p>	2
K2	<p><i>Inclusion of staff in discussing progress toward organisational accountability</i></p> <p>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.</p> <p>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.</p>	2
K3	<p><i>Scope of this accountability report and influence over national entities</i></p> <p>The report is submitted by ADRA International scoping the whole ADRA Network of offices, with information drawn from the annual statistical</p>	3



report provided by Country Offices. Some sections, such as the financial statements, only relate to ADRA International.

The response states that the AAL standard incorporates the 12 Accountability Commitments however does not identify them. The panel would like to know more about how they are incorporated as it might be some good practices to share with other Accountable Now members.