



Adventist Development & Relief Agency
12501 Old Columbia Pike 1.800.424.ADRA (2372)
Silver Spring, MD 20904 **ADRA.org**

March 25, 2021

Members of the Independent Review Panel (IRP)
Accountable Now c/o MACHWERK in der Alten Münze
Am Krögel 2 - 10179 Berlin · Germany

Subject: Feedback from the Independent Review Panel on ADRA International
Accountability for 2019

Dear IRP members,

On behalf of ADRA International, I would like to thank you for reviewing our 2019 Accountability Report. We value the opportunity to learn from your feedback, and your focus on strengthening our accountability to those we serve. A challenge we find in preparing the accountability report is the nature of ADRA network: while we have in common the same name, logo, values, operating policies, and the link to the Seventh-day Adventist Church, ADRA International office does not control affiliated country offices, which are independently governed. Therefore, we can accurately provide information about our office and the programs we are funding, but that situation prevents us to fully respond and commit on behalf of country offices. On a separate issue, as a principle we do not plan to publish all our policies on ADRA website. Some are for internal use only, and we believe of no benefit for the general public which may miss the context in which those policies are applied.

Please find in the table below our response to the main items included in your feedback.

Best regards,

Michael Kruger
President

PANEL FEEDBACK	ADRA INTERNATIONAL RESPONSE
OPENING STATEMENT	
<p>While stating that (ADRA Accreditation and Licensing) 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.</p>	<p>The AAL program is built on 10 Criteria and objectives, assessed through objective verifiable indicators (OVIs). Objectives and indicators were designed to fully cover industry standards, such as CHS and GS 12 commitments. For example, to obtain their accreditation, ADRA country offices must demonstrate they “Operates their programs in an inclusive manner, ensuring the real involvement of community members, especially those who are marginalized and including those with disabilities”, by documenting they adopt and respect “ADRA Gender Equality and Inclusion Guidelines”, provide “Evidence that gender and social inclusion analysis is carried out in the project design process, including multiple gender types, youth, elderly, those with disabilities, ethnic and religious minorities”, and that “ Documents show disaggregation of data: gender, disabilities, age, and other vulnerabilities”. By satisfying that and other complementary OVIs doing so, Accredited ADRA offices will work toward GS Commitment # 2.</p>

PANEL FEEDBACK	ADRA INTERNATIONAL RESPONSE
CLUSTER A: IMPACT ACHIEVED	
<p>A.3. Although Working Groups provide guidance, advice and support to the ADRA offices for the successful</p>	<p>The panel comment is correct. While ADRA International office promotes and coordinates a network wide</p>

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.	strategy, the nature of ADRA network relations makes it challenging to require and collect a detail report on success indicators. Such are measured at the country level, at the discretion of the office board.
A.4. It is noted that (AAL) 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.	The self-assessment is completed by demonstrating compliance with a series of standards (OVIs) through specific types of documentation, rather than responding to questions, which could be subjective. The list of standards and types of documentation is proprietary to ADRA, not to be published, but can be confidentially shared with the panel.

PANEL FEEDBACK	ADRA INTERNATIONAL RESPONSE
CLUSTER B: STACKHOLDERS INVOLVEMENT	
G.4 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).	As a principle, ADRA never discloses the identity of its private donors. We will consider if it is appropriate and worth to ask the five largest donors if they accept their name to be published.

PANEL FEEDBACK	ADRA INTERNATIONAL RESPONSE
CLUSTER C: STACKHOLDERS INVOLVEMENT	
H.1. Are there any plans to collect (employees’ gender and ethnicity breakdown) at country level (maybe as part of the AAL process outlined in Section A.4 above)?	ADRA International office doesn’t collect data from network country offices, beyond what is necessary for the statistical annual report. As of AAL, gender and ethnicity breakdown would be reviewed at onsite verification stage, within the national context.

I.2. 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. 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).

The panel is correct in that ADRA strategy indicators are not reviewed to measured progress toward achieving them. However, ADRA I Board assess performance of ADRA I office own operations in terms of programmatic, financial and other annual goals. Resources are reallocated within budget by management, and from unrestricted net assets by the Board.

J.4. 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?

BKD complaint mechanism covers ADRA I programs in 14 countries representing 80-90% of all its funding.

Staff can find information about the IntegraReport process on ADRA Intranet, and through the Complaint Mechanism policy. Staff are informed of it at onboarding time, and calling cards are distributed during staff meetings.