

Accountability Report

FOR THE YEAR ENDED 2020



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

Contents

Description	Page No.
Acronyms	1
Statement from ADRA's President	2
Cluster A: What we have achieved	
A. The impact we achieve	3
C. We lead by example	3
Cluster B: Our approach to change	
E. We listen to, involve and empower stakeholders	4
Cluster C: What we do internally	
K. Leadership is dedicated to fulfilling the 12 Commitments	5
Appendix I ADRA's Global Partners (2020)	6
Appendix II ADRA's Regional Offices and Country Offices	7
Appendix III Number of Complaints in 2020	9

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
DEI	Diversity, Equity, and Inclusion
ECC	Ethics and Compliance Committee
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



In 2019 ADRA launched the ADRA Accreditation and Licensing (AAL) program as part of our commitment to becoming more aligned with the Accountable Now Framework.

I am proud to report that at the end of 2020, 89 country offices have been licensed through this program – this despite the challenges of operating during a global pandemic.

To further strengthen our commitment to this rigorous process, the ADRA International Board voted to make licensing through AAL a requirement for both international funding (as of 01/01/2021) and for using the ADRA brand (as of 01/01/2022).

After its establishment in 2019, ADRA's Ethics and Compliance Committee continues to review complaints received through our formal and informal processes. The work of the ECC, in combination with a newly developed framework for safeguarding and revised and updated policies and practices, will ensure we continue to protect our beneficiaries, staff and stakeholders.

Our capacity to protect these groups, and to continue growing trust and confidence in our work, has been bolstered with the creation of two new roles – Senior Director for Risk and Best Practice, and Director for Internal Audit and Global Safeguarding. Both positions are invitees to the ECC.

As an organisation we recognise and value the strength that comes in diversity. This belief was formalised in 2020 when ADRA established a Diversity, Equity, and Inclusion (DEI) committee to oversee all matters relating to DEI within the agency. One of the committee's first tasks was to review the findings of a team of external consultants commissioned to conduct a DEI review of the agency – a task that is ongoing.

Finally, I am proud of the work ADRA has carried out during the COVID-19 crisis, with our teams responding to emerging needs on the ground, but also in the way we monitored our work. With offices closed and international travel no longer an option, we introduced a Virtual Field Visit that leveraged technology and translators to deliver monitoring outcomes on par with real-life visits.

As we look ahead into a rapidly changing future, ADRA has established a commission to review the agency's governance, network structure and policy harmonization across our global offices with the goal of building a more accountable and impactful ADRA network.

Regards,

A handwritten signature in black ink, appearing to read 'M. Kruger'. The signature is stylized and includes 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

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

The structure of ADRA's global network continues to make it difficult to report on our combined progress on Strategic Framework indicators. However, significant work has begun to improve the mechanisms that could form the basis for this reporting.

A new digital reporting system called LogAlto has been launched to the network with 45 offices currently reporting their activities in the system. It is envisaged that Strategic Framework reporting data, through the setting of strategic annual goals within the system, may be gathered through LogAlto in the future.

We look forward to being able to report progress against Strategic Framework indicators in the future.

C. We lead by example

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

ADRA has continued to improve our policies and practices to minimize our negative impacts on our stakeholders. In 2020, the ADRA International Complaints and Response Policy was approved, replacing an original 2016 policy.

Our publicly available Policies page (<https://adra.org/policies>) contains this policy along with others including our Whistle-blower, Privacy, and Protection policies, along with guidelines for reporting and feedback.

While ADRA does not hold a specific policy requiring a risk assessment relating to negative impacts on our beneficiaries, every program conducts a thorough risk assessments based on the requirements of each donor such as the NO HARM approach required by USAID funding. At this stage, we do not intend to develop an overarching risk assessment policy long term.



E. We listen to, involve, and empower stakeholders

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

We continue to improve the way we encourage and gather feedback from our stakeholders including our staff and beneficiaries.

Staff feedback is gathered through with informal mechanisms including weekly staff meetings, intentional email outreach and other internal communication. During 2020 the strength of this system was highlighted by the staff-initiated improvements to our new Hybrid Policy (which allows working from home and the office).

The Ethics and Compliance Committee has strengthened its position, with ongoing communication highlighting its purpose to staff. This engagement has likely contributed to the increase in the number of complaints registered through that process.

Feedback from our beneficiaries is collected through engagement with project staff, the distribution of surveys, as well as phone hotlines where available. This feedback provides valuable insights into issues relating to services delivery, the quality of these services and of any items distributed, along with other safety and security issues.

Our project teams review this feedback and adjust their programs as necessary. For example, in one project in Latin America, the ADRA team received complaints about the quality of the beans they received. Our teams contacted the supplier and arranged replacement and redistribution of higher-quality beans. In Syria, we received feedback from beneficiaries regarding the need to include fruit and vegetables on the food vouchers being distributed. After assessing the program, the value of the vouchers were increased and the request food items were added to the voucher program.

We continue to review and monitor our feedback mechanisms to build trust and confidence with our stakeholders.

4. How ADRA ensures people gain capacities, means, self-esteem or institutional strengths that last

ADRA continues to develop sustainability plans that are responsive to local contexts on a project-by-project basis. However, we recognise the need for a more systemic approach to ensure continuity and continual learning across the network. As such, a Sustainability Guidelines document is being prepared for distribution in the near future. First draft is [here](#).

Cluster C: What we do internally

K. Leadership is dedicated to fulfilling the 12 Commitments

2. How ADRA includes staff discussing progress towards organisational accountability

ADRA's 2019 Accountable Now report, along with the feedback we received from the review panel was well received by a dozen of ADRA International's leadership team and directors. These documents have influenced a number of positive decisions in Human Resources and Program departments. The wider sharing of future Accountable Now reports and feedback is being considered.



Appendices

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

International Partners	
Action Against Hunger	HELP International
Aktion Deutschland Hilft	IMPACT HOPE USA
Blue Action Fund	International Visegrad Fund
Bread for the World	KerkinActie
Canadian Foodgrains Bank	LDS Charities
Caritas	Loma Linda University
Climate Finance Leadership Initiative	Rise Against Hunger
CORDAID	Samaritan’s Austria
Czech Development Agency	Save the Children
ECHO - Fund for Humanitarian Aid	Seventh-day Adventist Church
Europeaid - International Cooperation and Development	Swiss Solidarity
European Inter-University Centre for Human Rights and Democratisation	Tear Fund
European Union	The Japan Foundation
Fondation du Protestantisme	World Vision

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

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

Appendix II – Appendix II – ADRA Regions and ADRA Country Offices

AFRICA REGION		
Angola	Malawi	South Africa
Burkina Faso	Mali	South Sudan
Cameroon	Mauritania	Swaziland
Chad	Mozambique	Tanzania
DRC	Namibia	Togo
Ethiopia	Niger	Uganda
Ghana	Rwanda	Zambia
Kenya	Gambia	Zimbabwe
Lesotho	Sao Tome & Principe	
Madagascar	Somalia	
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	Curacao	Honduras
Bahamas	Dominican Republic	Jamaica
Bonaire	El Salvador	Mexico
Colombia	Haiti	Venezuela
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

Appendix III – Number of Complaints in 2020

A total of six (6) complaints were lodged and responded to through ADRA's complaints procedures in 2020, addressing the following issues:

- HR – 3 complaints
- Safeguarding – 2 complaints
- Fraud – 1 complaint