



**Accountable
Now**

GLOBAL STANDARDS LOCAL TRUST



**ADRA – Adventist Development and Relief
Agency
Independent Review Panel Feedback**

Accountability Report 2020
Review Round December 2021



ADRA International Feedback from the Independent Review Panel

Review Round December 2021

13th January 2022

Dear Michael Kruger,

Thank you for submitting your accountability report. We, the Independent Review Panel of Accountable Now, appreciate your 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.

The fourth ADRA's accountability report, is the first interim one, and it covers the areas raised in the previous [improvement analysis](#).

While there has been improvement made in a number of areas, not all issues raised by the IRP in its previous report were addressed. In a number of areas, the responses received continue to emphasize ADRA's focus on upward (as opposed to a balance of upwards and downwards) accountability.

The Panel noted positively the progress on safeguarding with the development of a new framework and the variety of feedback channels available for different stakeholders groups.

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 2020

Review Round December 2021

Opening Statement from the Head of Organisation

The opening statement by ADRA's President Michael Kruger, highlights the continuation of the roll out of the Accreditation and Licensing (AAL) program, with 89 out of 117 countries now having been licensed. The process has been strengthened by ADRA's international board making this a requirement to access international funding and using the organisation's brand. With regards to this, the IRP would know whether any countries did not meet the 01/01/21 deadline line set down for international funding, and if so, what action was taken by the ADRA federation.

The statement also emphasises progress in the safeguarding area with the development of a new framework, and the creation of two new senior roles in the areas of risk and safeguarding.

The importance of diversity, equity and inclusion has also been formalised with the creation of a DEI committee.

Responding to the Covid-19 crisis, ADRA has introduced Virtual Field Visits to help monitor its international work.

Cluster A: Impact Achieved

A. The impact we achieve

A3	Progress and challenges over the reporting period	2
	<p>Combined progress against the Strategic Framework indicators is still not measured. In previous reports it was stated that there is no system for monitoring, measuring and reporting on the indicators.</p> <p>ADRA has advised though that a new digital reporting system has been launched in 45 offices (currently), and it is envisaged that it can be used to measure progress against the Strategic Framework indicators in the future. Details of the reporting system have not been shared with the IRP.</p> <p>The IRP would like to understand what specific plan ADRA has put in place to address this issue, as being able to monitor and measure the</p>	



	organisation's Strategic Framework indicators is a key organisational accountability issue, and at the heart of measuring its impact.	
C. We lead by example		
C4	<p>Minimising negative impacts on stakeholders</p> <p>A new Complaints and Response Policy has been approved and is publicly available at the Policies web page. With regards to this, the IRP would appreciate more detail on how ADRA rolled out the completed policy and what steps were taken to train and sensitise staff on it.</p> <p>A number of other related policies and guidance on how to report concerns, including anonymously reporting, is also provided on the same webpage.</p> <p>The IRP notes however, that the above initiatives do not directly relate to minimising negative impact on stakeholders, as they are in essence detection (as opposed to prevention) measures. While ADRA has stated that every programme conducts risk assessments based on donors requirements, it seems that there is no intention of making this a mandatory process.</p>	2
Cluster B: Stakeholder Involvement		
E. We listen to, involve and empower stakeholders		
E1	<p>Stakeholder feedback</p> <p>As requested by the Panel, the report addressed staff feedback, which is sought through informal mechanisms such as meetings and email outreach.</p> <p>In regards to people and communities ADRA works for and with, the report lists a number of different channels available to provide feedback. All feedback received is reviewed by project teams to adapt accordingly when appropriate. Two examples of how ADRA has responded to feedback received, have been included in the report.</p> <p>While ADRA has made reference to the “strengthened position” of the Ethics and Compliance Committee, the IRP notes that it has only received a total of 6 complaints for the year (3 HR, 2 safeguarding and 1 fraud). Given that ADRA's operation's span 117 countries, this appears to indicate a potential issue of under-reporting.</p>	3



E4	<p>People and partners have gained capacities that last beyond your immediate intervention</p> <p>While sustainability plans continue to be developed on a project by project basis, a draft of the Sustainability Guidelines document has now been developed (for distribution in the near future).</p>	2
K. Leadership is dedicated to fulfilling the 12 Commitments		
K2	<p>Inclusion of staff in discussing progress toward organisational accountability</p> <p>The report states that the previous report along with the IRP's feedback was shared with a number of ADRA's leadership team and directors, and subsequently informed a number of decisions in Human Resources and Programme departments.</p> <p>Notwithstanding this, the Panel's suggestion in its previous feedback letter around elaborating more on other ways in which staff are included in helping drive accountability, has not been addressed.</p>	1