STRONG FOUNDATIONS, BROAD HORIZONS

Adara Group 2023-2025 Strategy

ABOUT ADARA

At Adara, we believe that each and every person should have access to quality health, education and other essential services, no matter where they live.

The first part of the Adara Group is an international development organisation called Adara Development that has expertise in Maternal, Newborn and Child Health, and Remote Community Development. Adara Development has worked in Nepal and Uganda since 1998.

The second part of the Adara Group consists of two businesses, Adara Partners and Adara Advisors, which are 'for purpose' rather than for profit. Their sole objective is to fund Adara Development's administration and emergency project costs. This allows 100% of donations received by Adara Development to go directly to project-related costs.

Each year we directly reach more than 200,000 people living in poverty and countless more through our influence, networks and knowledge sharing.

STRONG FOUNDATIONS, BROAD HORIZONS: 2023-2025 STRATEGY

We've been bridging worlds and changing lives for 25 years, but our journey is still only just beginning.

The Adara story began 25 years ago, with a mission to bridge the world of business and the world of people in extreme poverty, and a conviction that no matter where you live, each and every person has the right to access to quality health, education and other essential services.

As we head towards our 25th anniversary in March 2023, we are doubling down on our commitment to this vision through a bold and ambitious new three-year strategic plan.

The theme of our strategic plan is Strong Foundations, Broad Horizons. It is acknowledgment that as we seek to broaden our impact through scale and knowledge sharing, we are building on a 25-year history of deep service delivery to bring quality health and education services to people living in some of the world's remotest places. Over the next three years we will build on this history to impact more lives through our work.

This strategy has been developed in collaboration with every member of the Adara team. Across July and August 2022, we conducted deep community consultations and 'mini-summits' in Uganda, Nepal and the USA. In these sessions, our teams mapped out their priorities for our work in the coming three years. These consultations and summits remain the foundation of the strategy you are reading today. I'm proud of the ambition and passion our teams bought to the planning process and am grateful for their dedication to making it a reality.

As we step into this next chapter, we do so in the shadows of a changing world.

The global pandemic, economic and political uncertainty, climate change and global inequality all threaten the progress we have made towards achieving the Sustainable Development Goals. For this plan, we will work from a set of assumptions that seem daunting and concerning and that ask us to stand together with hope and resilience to do our best work yet.

Over the coming years, we will continue to be guided by our values of compassion, passion, teamwork, mutual respect, integrity and excellence, unconventionality, and deep humility. We will continue to be inspired by the people and communities we work alongside.

On behalf of the entire Adara team, I look forward to sharing the journey of deeper service and broader impact with you, as we bring this exciting plan to life over the next three years.

Nothing will stop us.

Madeline Vaughan
Chief Executive Officer
Adara Development

THE CHALLENGE

Of the world's 787 million children of primary school age, 8% do not go to school. That's 58.4 million children. 19% of these children live in Sub-Saharan Africa and 7% live in South Asia.

Each day, more than 800 women die from causes related to pregnancy and childbirth, and 6,400 babies die during their first month of life. Most of these deaths occur in low and lower middle-income countries and most are preventable.

Where you live shouldn't determine your right to a happy, healthy and productive life. Yet millions of people across the globe are denied access to essential services, including heath and education, simply because of their place of residence. Addressing this deep injustice is critical to driving progress to achieve the Sustainable Development Goals by 2030. While the world has made great advancements over the years, change hasn't been quick enough.

With the COVID-19 pandemic undoing progress, the need for solutions that focus on the care of women, newborns and children – and that pay particular attention to rural and remote communities – is pressing.

THE OPPORTUNITY

Since 1998, we have worked with communities, partners and governments to bring quality health, education and other essential services to people living in poverty in some of the world's remotest places.

Today, we deliver services across two streams: Maternal, Newborn and Child Health, and Remote Community Development. We are also committed to sharing our knowledge to amplify our impact.

Over the years, we have developed and refined models of service delivery and knowledge sharing that are community driven, holistic and collaborative. As we enter our next three-year plan, we are faced with the opportunity to take these models to scale to transform countless more lives at a crucial time.

In this way, through 2023-2025 plan we will:

- Impact many more lives through our deep commitment to developing and scaling models of health and education excellence, including AdaraNewborn and our remote education model.
- 'Prove and improve' our programmes, with an enhanced emphasis on monitoring and evaluation.
- Amplify our reach by sharing our knowledge widely.
- Resource and enable our vital work through robust strategies to continue developing our organisation operationally.

ALIGNMENT WITH THE SGDS

In 2015, world leaders committed to 17 Global Goals to achieve extraordinary things by 2030. The United Nations Sustainable Development Goals (SDGs) have emerged from an extensive and inclusive global conversation about our common aspirations for the future of our planet. Adara's work strives to achieve the following SDGs:

CROSS-CUTTING THEMES

GENDER JUSTICE

We are committed to achieving gender justice. Through our programmes, we work with women and girls in communities that often face gender inequality in their day to day lives – from lack of access to education and health care, to a significant burden of care placed on their shoulders. These issues have only been exacerbated by the COVID-19 pandemic, protracted lockdowns and school closures.

In this strategic period, we will continue to address the barriers that prevent women and girls from achieving equality and justice. Some of the ways we will do this is by ensuring enrolment ratios remain above 50% for girls in our education work, and by continuing to provide access to quality maternal and newborn health care in remote Uganda and Nepal. We will also work alongside local communities to change community attitudes to girls and the value of girls' education.

CHILD SAFEGUARDING

We pride ourselves on being a child safe organisation. In the current global context, children are at risk of becoming more vulnerable to threats like trafficking, child labour, child marriage, abuse and exploitation. School closures during the pandemic increased the danger of poor nutrition among children and their exposure to domestic violence. It also led to a growth in anxiety and stress, and rising school dropout rates.

During the strategic period, we will prioritise the rights of children by strengthening access to education and health care, and supporting families to become more resilient to factors that may lead to increased threats to children.

CLIMATE CHANGE

Climate change is projected to deliver a devastating combination of adverse impacts for people living in poverty. While low-resource countries have contributed the least to the problem, they are expected to bear the brunt of the effects. This threatens to jeopardize global developmental progress. The communities we work alongside are vulnerable to these consequences due to their reliance upon subsistence agriculture and restricted resources.

We are committed to focusing on climate adaptation to build resilience through agricultural support, food security and disaster preparedness. We will identify where climate change interlinks with natural disaster and food insecurity. We will then develop practical steps to prepare for disaster before it arrives and increase overall household resilience.

OUR THREE-YEAR STRATEGY

Through our 2023-2025 strategy, we will harness our 25-year track record to deliver deeper service and exponentially expand our reach. Our plan works through four lenses, with nine underlying goals:

IMPACT

Improve the lives of people in remote communities through model health, education, child protection and youth development programmes

Reduce preventable maternal, newborn and child deaths and improve the health and wellbeing of communities

PROVE & IMPROVE

Support Adara's teams to use high-quality monitoring and evaluation data to prove the efficacy of our programmes, learn from our successes and mistakes, and disseminate findings and recommendations to key stakeholders.

Increase the impact of our programmes by ensuring they are informed by innovation and best practice.

AMPLIFY

Exponentially widen Adara's impact through external sharing and internal exchange of knowledge in our areas of expertise including Remote Community Development, Maternal, Newborn and Child Health, and the Adara model.

RESOURCE & ENABLE

Provide exceptional administration, compliance, financial, IT and legal services to support and facilitate the Adara Group's mission and manage and mitigate operational risk.

Build brilliance, and support and develop our exceptional teams.

Inspire and bring joy to existing and future supporters, raise Adara's global profile, and acquire new funders and partners.

Ensure the long-term financial sustainability of Adara Development's critical work by being Australia's pre-eminent boutique corporate advisor with a 'panel for purpose' model replicable in other markets and industries.

Remote Community Development

GOAL 1: Improve the lives of people in remote communities through model health, education, child protection and youth development programmes.

An estimated 3.4 billion people – around 44% of the global population – live in the rural areas of low- and middle-income countries. Despite the decrease in global poverty since 1990, a person's place of residence still largely determines their access to essential services.

We're on a mission to deliver excellent health and education services to people living in some of the world's remotest places.

We specialise in improving access to local health services and ensuring children have access to quality early-childhood, primary, secondary and tertiary education. By improving the quality of education in Nepal, we also aim to eliminate child trafficking.

Our work reaches three key areas of Nepal: the remote district of Humla in the Himalayas, the remote region of Ghyangfedi and the capital Kathmandu.
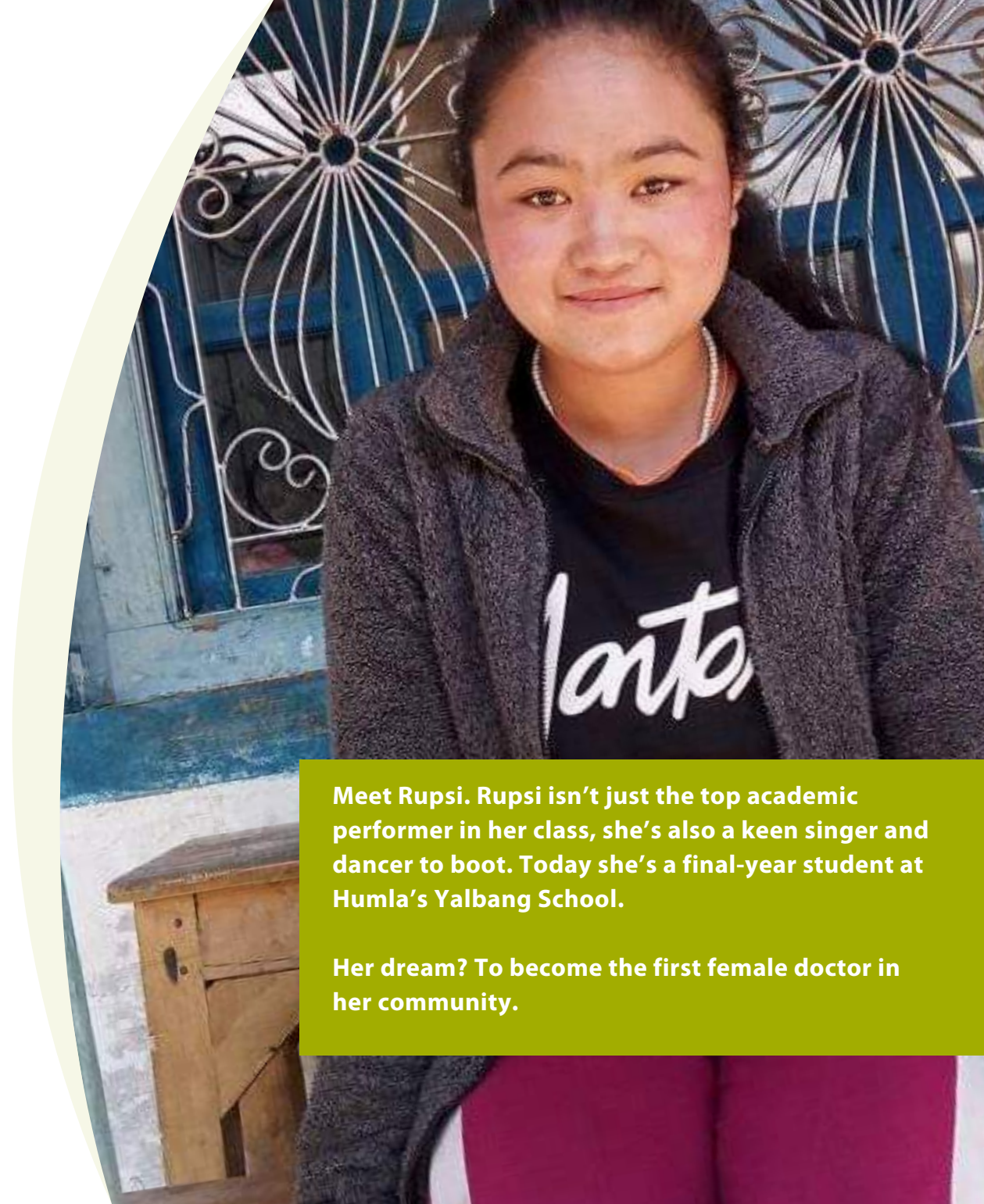
Meet Rupsi. Rupsi isn't just the top academic performer in her class, she's also a keen singer and dancer to boot. Today she's a final-year student at Humla's Yalbang School.

Her dream? To become the first female doctor in her community.

GOAL 1: OBJECTIVE OVERVIEWS

Objective 1: Improve access to quality healthcare services in Adara's partner communities in Humla and Ghyangfedi including maternal, newborn, child and adolescent health, so that people enjoy healthy and longer lives.

Key highlights	Outcomes
• Continue supporting the improvement of five health posts, develop telemedicine services in two health posts and establish laboratory facilities in Chauganfaya. • Improve access to quality maternal and newborn health services by opening a second Adara-supported birthing centre and provide training to health workers. • Implement an adapted version of Adara's Hospital to Home programme in Humla by training eight female community health volunteers (FCHVs).	• Increase the quality score of Adara-supported birthing centres by 20%. • Increase the quality score of Adara-supported health posts by 40% . • Increase institutional deliveries by 20% in the catchment area of the FCHVs in Humla.

Objective 2: Ensure all children, especially girls in Adara's partner communities in Humla and Ghyangfedi, have access to quality education up to higher secondary level, so that the community has an educated and employable population, and children are protected from trafficking and abuse.

Key higlights	Outcomes
• Improve the quality of education in 15 Adara-supported schools by continuing to implement the six pillars of our remote education model. • Expand Adara's model of remote education to Syada, Santa and Yangu villages, with a focus on improving school infrastructure. • Build a new feeder school in Ghyangfedi for 50 students, in partnership with the local government. • Set up high speed internet and IT infrastructure in Ghyangfedi School to start remote education and run online and offline classes.	• 70% of students who complete SEE (Grade 10) at an Adara-supported school enrol into higher education. • Maintain ratio of girls' enrolment at or above 50%. • 20% increase in the quality score of Adara-supported schools from baseline. • Improve school learning achievement of SEE against 2022 baseline.

OUR REMOTE EDUCATION MODEL

Through our work with the model Yalbang School in Humla, Nepal, we have developed a comprehensive model for remote education.

This encompasses everything we believe is essential to the development and maintenance of a model school. It includes six pillars.

Objective 3: Support youth in Humla and Ghyangfedi, especially girls, to access vocational, technical and employable higher-education opportunities so that more youth have employment.

Key highlights	Outcomes
• Initiate and support Plus Two technical courses in Yalbang and Ghyangfedi schools, so children can pursue higher education opportunities locally. Plus Two refers to the final two years of secondary schooling in Nepal. • Raise national youth issues by supporting a youth forum in partnership with Ministry of Youth and other likeminded non-government organisations.	• 60% of students graduating enrol in technical and vocational courses. • 50% of girls from Adara-supported schools enrol in technical and vocational courses. • 60% of graduates self-employed or employed.

Objective 4: Raise awareness and implement programmes with policymakers, key influencers and communities to end child trafficking from Humla and girl trafficking from Ghyangfedi, working in partnership with The Himalayan Innovative Society, local, provincial, federal governments and other likeminded organisations.

Key higlights	Outcomes
• Improve quality of education to retain students, especially girls in higher grades, to reduce child trafficking. • Raise awareness of child trafficking in the communities we support and among policy makers and influencers through events, anti-trafficking watchdog committees, and interactive radio and text messaging programmes.	• Increased number of girls retained in education in Ghyangfedi. • Changed community attitudes regarding child trafficking and child rights in Humla Household survey.

Objective 5: Improve community resilience for natural and humanmade disasters (including earthquakes, climate change, pandemics, infectious disease outbreaks, famines, floods, fire, landslides, conflicts etc) in Adara's partner community in Humla and Ghyangfedi, so that impact of disaster on the lives of people is minimised.

Key highlights	Outcomes
• Build earthquake safe and eco-friendly school infrastructure in two schools in Humla. • Improve community resilience to disasters through food security and health projects, capacity building and training. • Conduct tree plantation and orchard development.	• Number of community preparedness initiatives and activities (training, disaster kits, preparedness plans, food storage, etc.) • 100% of Adara-supported infrastructure projects are earthquake safe.

Objective 6: Improve food security and nutrition outcomes in Humla and Ghyangfedi through improved agriculture skills, knowledge and technology so that people have increased access to nutritious food.

Key higlights	Outcomes
• Conduct greenhouse, seeds distribution and training in six villages in Humla. • Pilot apple farm and poultry farming in three villages to promote food security and income generation. • Introduce agriculture education and technology in five villages. • Continue to grow enrolment in Agriculture Education course at Yalbang School	• At least 40% increased enrolment in Agriculture Education course at Yalbang School by 2025. • Reduce stunting, wasting and underweight by 10% each in eight Ghyangfedi schools, as well as Yalbang, Santa and Syada schools by 2025. • Reduce malnutrition of under 5 children in Adara-target villages of Humla by 10%.

Objective 7: Share our knowledge and expertise in remote education, health, youth development and child protection by creating resources for target audiences on relevant channels to scale the impact of our programmes.

Key higlights	Outcomes
• Develop a model birthing centre package. • Analyse data and produce a resource to showcase Tibetan Medicine practices and impact in the Humla region. • Develop a dignified menstruation package that includes case studies, training materials, recommendations for women and girls, and evidence of environmental effectiveness. • Develop a remote education package, based on our experience developing model schools in Nepal. • Host forums on child protection and anti-trafficking to raise awareness and encourage the development of strong government policies.	• Staff trained and utilising systems. • 30 new Knowledge Sharing assets created and uploaded to the platform.

Maternal, Newborn and Child Health

GOAL 2: Reduce preventable maternal, newborn and child deaths and improve the health and wellbeing of communities.

Despite making significant gains in reducing child deaths since 1990, Uganda is not on track to reach the Sustainable Development Goal (SDG) target for maternal and newborn mortality. A paper published in The Lancet in August 2021 estimates Uganda will still have 21.9 neonatal deaths per 1,000 live births in 2030, instead of the SDG target of 12.

We're on a mission to strengthen maternal, newborn and child health services in low-resource settings.

We specialise in delivering high-quality healthcare to women, newborns and children at health facilities, in the community and at home. By working to upskill healthcare workers and equip facilities, we aim to reduce preventable maternal and newborn deaths.

With 25 years' experience working in partnership with Kiwoko Hospital to develop a Centre of Excellence, we are now scaling our programmes to accelerate change across Uganda through our AdaraNewborn model.

Meet Sarah and her son, Joseph. When Joseph was born small and sick, Sarah realised how lucky she was to have access to Kiwoko Hospital and its country-leading neonatal intensive care unit (NICU). It was this NICU that saved Joseph's life.

Sarah's dream? That Joseph continues to thrive!
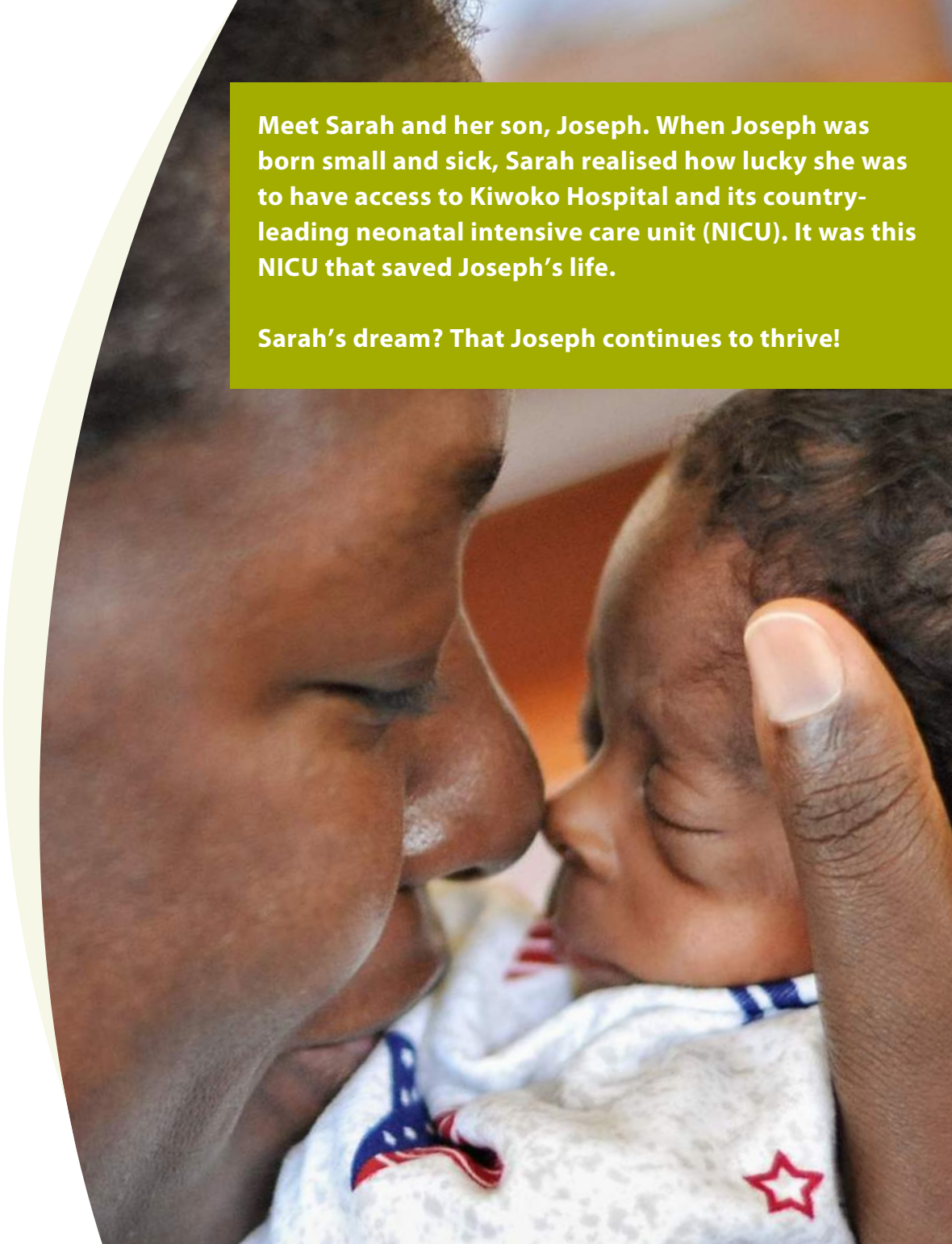
ADARA NEWBORN

AdaraNewborn is an ambitious programme to expand our high impact, evidence-based model of maternal and newborn care to 10 facilities in Uganda over the next decade. It aims to halve newborn deaths and stillbirths in these facilities.

AdaraNewborn works to address the quality and availability of services across the continuum of care. This includes from the time of pregnancy, throughout a woman's pregnancy and delivery, and supporting the mother and baby after birth, including providing long-term follow-up care to high-risk infants after going home. It includes five arms of care: antenatal, intrapartum, inpatient care for small and sick newborns, postnatal, and follow-up and early intervention.

In partnership with the Government of Uganda and other implementation partners, we will strengthen two regional centres of excellence that will work with surrounding target hospitals, health centres and community health systems.

Our first regional hub is in the Central Region of Uganda, with the neonatal Centre of Excellence, Kiwoko Hospital, at the heart. In this hub, we will seek to improve the quality of care across Luwero, Nakaseke, and Nakasongola districts.

Over the next decade, we plan to reach half a million women and children, and prevent over 7,000 deaths. We will impact many more communities by sharing our knowledge and resources with health facilities and professionals locally and globally.

Through AdaraNewborn, we will strengthen the Ugandan health system and support sustainable systems change. This will save lives now and help reduce maternal and newborn deaths and morbidity into the future.

Learn more about AdaraNewborn.

GOAL 2: OBJECTIVE OVERVIEWS

Objective 1: Strengthen the continuum of care at Kiwoko Hospital and five additional facilities through AdaraNewborn to reduce maternal and newborn morbidity, mortality and stillbirth, and help infants thrive.

Key highlights	Outcomes
• Continue to support Kiwoko Hospital as a Centre of Excellence in Maternal, Newborn and Child Health by supporting the maternity unit, neonatal intensive care unit (NICU) and community based healthcare programme. • Expand Kiwoko Hospital's maternal and newborn health facilities to address overcrowding and to maintain quality of care. • Continue to support infants to thrive after discharge from Kiwoko through Hospital to Home (H2H) and Baby Ubuntu which are part of AdaraNewborn's fifth arm, "follow-up care and early intervention." • Continue implementing AdaraNewborn at Nakaseke Hospital by introducing antenatal and postnatal clinical training and mentorship, and implementing H2H and Baby Ubuntu. • Begin implementing AdaraNewborn at Luwero Hospital. • Begin implementing AdaraNewborn at two health centre IVs. • Implement simulation training in AdaraNewborn. • Work with the Ministry of Health to identify a second AdaraNewborn regional hub for implementation in 2025. • Support the next phase of the Bubble Continuous Positive Airway Pressure (bCPAP) project to get the device to market.	• 20% reduction in maternal mortality in AdaraNewborn facilities. • 20% reduction in inborn neonatal mortality in AdaraNewborn facilities. • 20% reduction in stillbirth in AdaraNewborn facilities. • Increase quality of care score to 90% in AdaraNewborn facilities from baseline. • 90% of eligible babies receive at least one follow-up visit through H2H. • 80% of parents enrolled in Baby Ubuntu attend six or more modules.

Objective 2: Adapt and pilot the Hospital to Home programme in a public setting to help us understand the feasibility and scalability of the programme.

Key highlights	Outcomes
• Adapt the H2H programme for a public setting. • Conduct long term follow-up study to determine health impact of public package.	• H2H Public facility package piloted in 2024.

Objective 3: Address the social and health related needs of adolescents in Nakaseke District through the Adara Youth Community Centre (AYCC) to contribute to their improved health and wellbeing.

Key higlights	Outcomes
• Continue offering sexual and reproductive health services through the AYCC clinic five days per week. • Expand youth outreach from current 12 villages to all 24 villages and target schools in Kikamulo Subcounty. • Implement or partner with other organisations to provide training to develop youth vocational skills and income generating activities for out of school youth. • Develop a demonstration garden to empower youth with different skills, including urban farming. • Conduct integrated outreach with parents, teachers and community leaders to help them understand the needs and challenges of young people.	• 1,000 community members are sensitised to available services at AYCC annually. • 2,000 youth receive sexual and reproductive health education or health services at the AYCC annually.

Objective 4: Share our knowledge and expertise in Maternal, Newborn and Child Health to scale the impact of our programmes, including AdaraNewborn, Hospital to Home and Baby Ubuntu.

Key highlights	Outcomes
• Support Adara's clinical team in sharing the AdaraNewborn in-service training programme with relevant audiences. • Disseminate research paper findings, including papers on Kiwoko Hospital NICU survival, Nakaseke mixed method evaluation, H2H outcomes, and bCPAP study findings. • Continue weekly radio talk show to reach 10 districts with health information. • Lead the dissemination of the H2H package within Uganda and globally.	• Staff trained and utilising systems. • 30 new Knowledge Sharing assets created and uploaded to the platform.

Monitoring and Evaluation

GOAL 3: **Support Adara's teams to use high-quality monitoring and evaluation data to prove the efficacy of our programmes, learn from our successes and mistakes, and disseminate findings and recommendations to key stakeholders.**

We are committed to tracking our progress and monitoring each project to ensure we deliver best-practice service. This allows us to identify issues and trends in projects, inform national or global knowledge, advocate for programmes or approaches, contribute to research and demonstrate our impact to our community of supporters.

We collect and measure output, outcome and impact data so that everyone – from hospital administrators to programme managers – can make informed decisions that improve health and education outcomes.

Under our 2023-2025 strategy, we will:

- Assist programme teams to assess the effectiveness of project activities in line with our theories of change.
- Provide stakeholders with findings and recommendations via co-designed feedback loops to achieve informed decision-making and improved programme outcomes.
- Streamline information and reporting flows via data flow diagrams to optimise communication and decision-making.
- Facilitate the development of tools and methods for data collection and analysis, including digitisation processes with support from IT, to achieve co-developed evidence-based findings.

Meet Pasang, Adara's Ghyangfedi Project Manager. Guided by the community, Pasang is tasked with setting Adara's vision for the future of our Ghyangfedi work.

A firm believer in learning from successes and mistakes, Pasang utilised the data and observations from a recent Ghyangfedi survey to guide his planning process.

Pasang's dream? That Adara transforms countless lives thanks to evidence-based, monitoring and evaluation-informed programmes.

Innovation and Best Practice

GOAL 4: **Increase the impact of our programmes by ensuring they are informed by innovation and best practice.**

We are passionate about ensuring that we always consider the best and most impactful ways to deliver service and share knowledge. To help us achieve this, our Innovation and Best Practice team regularly develop papers and share emerging research to guide programme development and support the thinking of our Global Leadership Team.

Under our 2023-2025 strategy, we will:

- Connect Adara's Global Leadership Team with emerging knowledge and industry-leading findings to improve outcomes in the global health and education sectors.
- Build mechanisms for the dissemination of Innovation and Best Practice findings to strengthen the implementation of best practice in Adara's programmes.

Meet Margaret Nabaweesi, the Social Worker overseeing the smooth operation of the Adara Youth Community Centre (AYCC) that launched in 2022.

Prior to this launch, Adara's Innovation and Best Practice team provided Margaret and her colleagues with research and recommendations about the formation of youth centres in low-resource settings.

Margaret's dream? That the AYCC supports thousands of youth each year to reach their potential.

Knowledge Sharing

GOAL 5: **Exponentially widen Adara's impact through external sharing and internal exchange of knowledge in our areas of expertise including Remote Community Development, Maternal, Newborn and Child Health, and the Adara model.**

We believe the knowledge created through our programmes is not ours to keep. We strive to scale the impact of our programmes by sharing data, research conclusions, training packages and lessons learned. We are taking our very best ideas and our biggest mistakes, distilled from more than two decades of working in the field, and sharing them locally, nationally and globally. We want to ensure that those who need this knowledge most can access and use it, in a format that best suits them.

Under our 2023-2025 strategy, we will:

- Share our knowledge and expertise in Maternal, Newborn and Child Health (MNCH) and Remote Community Development (RCD) by creating resources for target audiences to scale the impact of our programmes.
- Facilitate the internal exchange of knowledge between RCD and MNCH teams and Adara as a whole, to increase the effectiveness and continuity of our service delivery.
- Support the Adara Business team to share knowledge on the strengths and benefits of the Adara Model to encourage other businesses to implement business-for-purpose models.
- Establish and strengthen the infrastructure, platforms and systems to support Adara's knowledge sharing activities so that it becomes an engrained pillar of work.

Meet Grace Nalumu, Adara's Uganda Programme Manager.

Prior to joining the Adara team in 2022, Grace worked for World Vision Uganda. During her time there, she visited Kiwoko Hospital to learn more about the quality care they provide to small and sick newborns. She left inspired and took what she learned to support the development of three NICUs across Uganda.

Grace's dream? That Adara and Kiwoko continue to save newborn lives by sharing their knowledge with others.

Operations

GOAL 6: **Provide exceptional administration, compliance, financial, IT and legal services to support and facilitate the Adara Group's mission and manage and mitigate operational risk.**

Our Operations team span Finance, Legal and Governance, Sustainability and Risk, and Information Technology. Together, they are responsible for ensuring the smooth day-to-day functioning of the Adara Group globally.

Under our 2023-2025 strategy, we will:

- Optimise technology to increase the efficiency of our finance processes, meet global financial obligations and provide exceptional financial management across our programmes.
- Provide exceptional legal and governance services, protect and defend the interests of the Adara Group and facilitate corporate governance best practices.
- Mitigate organisational, programmatic and operational risks, and strengthen Adara's Environmental, Social and Governance initiatives, to ensure Adara is leading in sustainability.
- Strengthen Adara's security framework, support global technology initiatives, implement a document and data management strategy, and provide a reliable, scalable IT foundation to Adara's global teams.

Meet Sonam Tsomo Lama. Sonam is Adara's Finance Officer in Nepal. In this role, she is responsible for developing, maintaining and monitoring all of Adara Nepal's financial systems.

In 2022, Sonam received training on a new finance system to increase the efficiency of her work. As she heads into the new strategic plan period, she looks forward to sharing her skills with her colleagues.

Her dream? To continue using her skills to help others.

People and Culture

GOAL 7: **Build brilliance, and support and develop our exceptional teams.**

Our People and Culture team focus on ensuring Adara remains a great place to work.

We run programmes that change lives in some of the world's remotest places. We believe in the power of business to accelerate change. We're here because we believe every person deserves access to quality health, education and other essential services, no matter where they live. But we can't do this without great people working with us around the world.

Under our 2023-2025 strategy, we will:

- Attract and engage staff to create an exceptional, diverse and culturally safe workforce.
- Retain, support and grow our people.
- Streamline our People and Culture function.
- Ensure we monitor the mental health and wellbeing of our teams.
- Plan for our organisational future.
- Support our hybrid workforce.
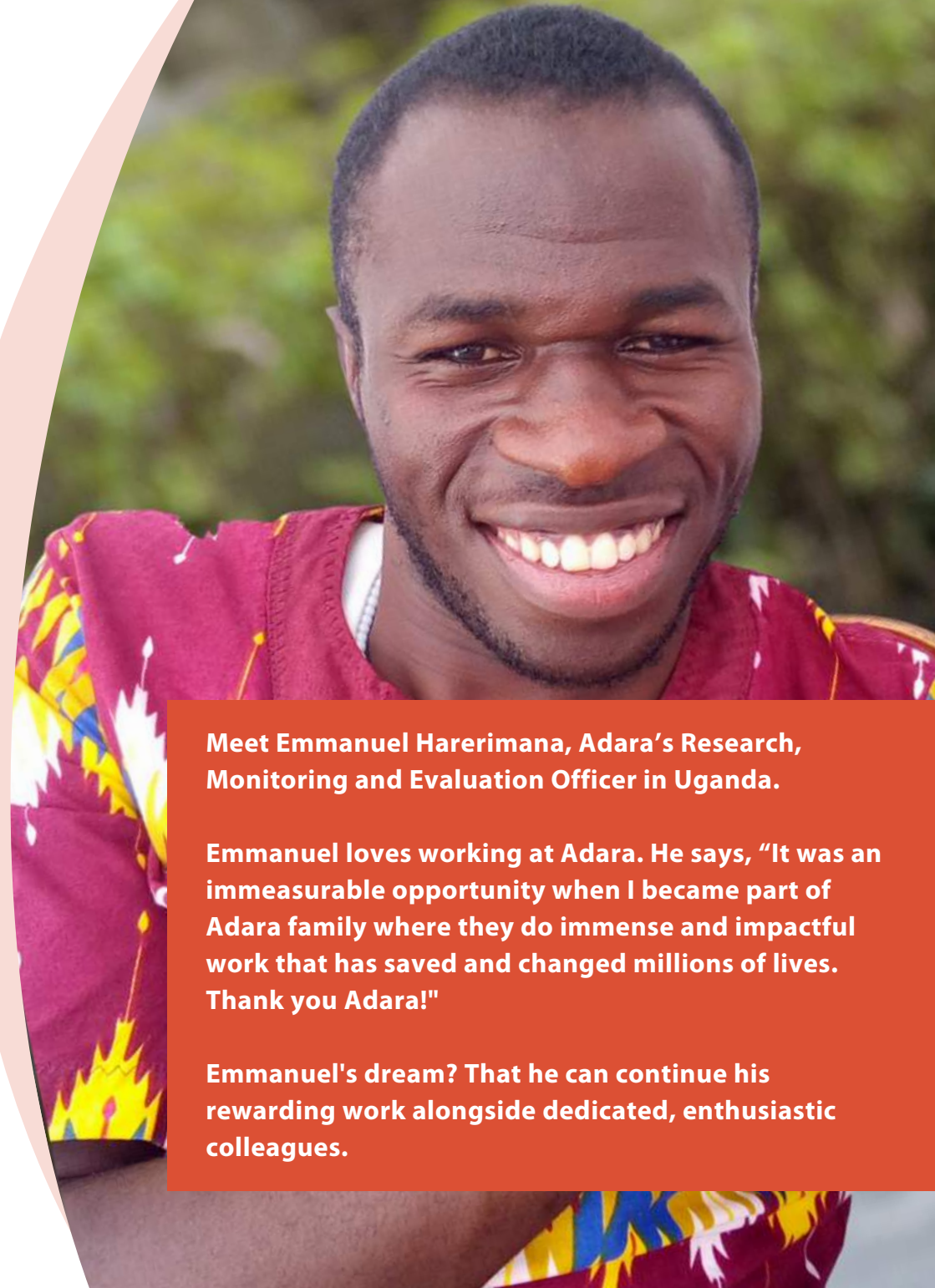
Meet Emmanuel Harerimana, Adara's Research, Monitoring and Evaluation Officer in Uganda.

Emmanuel loves working at Adara. He says, "It was an immeasurable opportunity when I became part of Adara family where they do immense and impactful work that has saved and changed millions of lives. Thank you Adara!"

Emmanuel's dream? That he can continue his rewarding work alongside dedicated, enthusiastic colleagues.

Partnerships and Communications

GOAL 8: **Inspire and bring joy to existing and future supporters, raise Adara's global profile, and acquire new funders and partners.**

Adara's Partnerships and Communications team is responsible for nurturing and growing our community of supporters and raising Adara's global profile.

Our work has been supported by a generous network of donor partners since inception in 1998. Since then, our supporter base has continued to grow and diversify. We now have donors all around the world, from different backgrounds and varying giving capacities.

Under our 2023-2025 strategy, we will:

- Retain and grow income to bring quality health and education services to people living in poverty.
- Raise new income to support our scale-up work, including AdaraNewborn.
- Improve fundraising systems and processes.
- Develop communications that demonstrate impact
- Raise Adara's global profile.
- Safeguard the Adara brand.
- Deliver enhanced internal communications to connect staff with our life-changing programmes.

Meet Chanette Watz, Director of Leif Wåhlin Foundation (LWF). LWF are cornerstone supporters of Adara's Ghyangfedi programmes.

LWF were inspired by the words of Nelson Mandela: "We can change the world and make it a better place. It is in our hands to make a difference."

Their dream? To support vital education programmes to save even just one child from being sold and trafficked.

School students at the Shree Ghyangfedi School that is supported by LWF

Adara Business

GOAL 9: Ensure the long-term financial sustainability of Adara Development's critical work by being Australia's pre-eminent boutique corporate advisor with a 'panel for purpose' model replicable in other markets and industries.

Adara Partners was established to help fund Adara Development's health and education work with women and children in extreme poverty in some of the world's remotest places.

Adara Partners is a boutique corporate advisory firm, providing independent and conflict free advice to leading Australian companies. Our advisory services are provided by a Panel consisting of 14 of the most well-known advisors in Australia. Panel Members work for Adara without recompense. Profits that Adara Partners makes are donated to Adara Development.

Under our 2023-2025 strategy, we will:

- Grow our revenue by 10% annually.
- Diversify our revenue streams across our four key service areas.
- Be recognised by the business community as Australia's pre-eminent boutique corporate advisor.
- Be recognised globally as a leader in business-for-purpose.
- Attract, connect and retain the highest quality Panel.
- Attract, connect and retain the highest quality core team, including full-time staff, volunteers from Panel Member firms and secondees from strategic partners.
- Launch our 'Panel for purpose' advisory model in at least one overseas market.
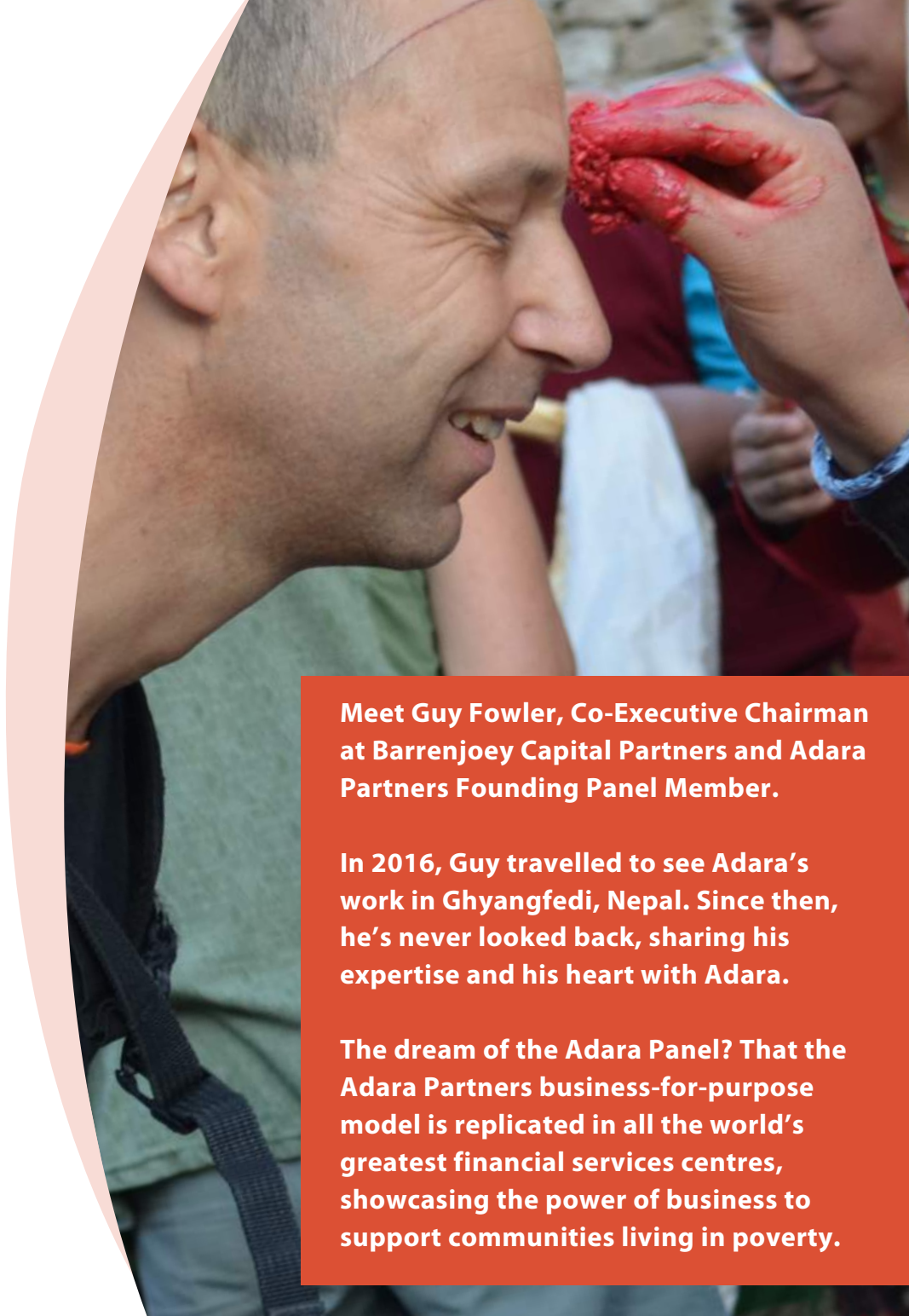
Meet Guy Fowler, Co-Executive Chairman at Barrenjoey Capital Partners and Adara Partners Founding Panel Member.

In 2016, Guy travelled to see Adara's work in Ghyangfedi, Nepal. Since then, he's never looked back, sharing his expertise and his heart with Adara.

The dream of the Adara Panel? That the Adara Partners business-for-purpose model is replicated in all the world's greatest financial services centres, showcasing the power of business to support communities living in poverty.

OUR PATHWAY TO IMPACT

We estimate that we will reach hundreds of thousands people and save tens of thousands of lives over the next three years through this ambitious plan.

We are grateful for the support of our generous donor partners and the Adara Businesses who make this possible.

If you would like to join us on our journey to greater impact, we would be delighted to speak with you.

Together, we can change and save lives in some of the world's remotest places through quality health, education and other essential services.
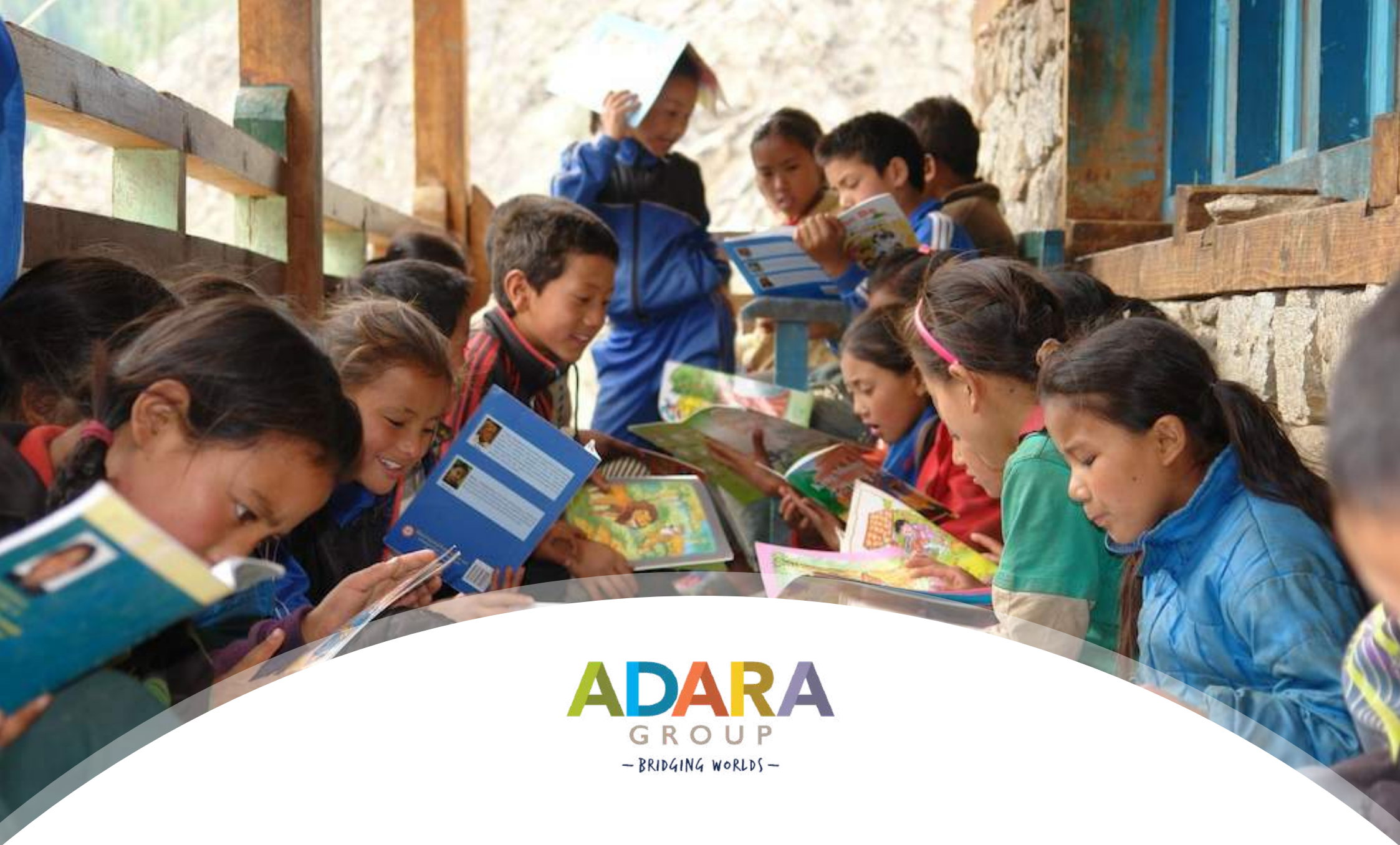
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