

FOCUS, EXCELLENCE AND IMPACT:

ADARA'S ROADMAP TO 30 YEARS AND BEYOND

Adara Group
2026-2028 Strategy

ADARA
GROUP
— BRIDGING WORLDS —

ABOUT ADARA

We are an international development organisation delivering quality health and education services to people living in poverty in some of the world's remotest places.

We work with partners, governments and communities to design and scale Maternal, Newborn and Child Health, and Remote Community Development programmes. We also share our knowledge to expand our impact.

Thanks to our innovative business-for-purpose model, 100% of donations go directly to our project work.

Since inception, Adara has touched the lives of more than 750,000 people living in poverty as well as countless others through our influence, networks and knowledge sharing.





As we step into the next chapter of Adara's journey, we do so with both clear eyes and full hearts.

The world around us is shifting. We are living through a time of profound complexity – marked by global political and economic uncertainty, and significant funding challenges across the development sector, including cuts from major donors such as USAID. And yet, in the face of these challenges, we remain steadfast in our vision: that every person deserves access to quality health, education, and other essential services, no matter where they live.

Our 2026–2028 Strategic Plan is a plan rooted in realism but driven by optimism. It reflects our commitment to adapt, evolve, and lead with courage.

This strategy marks a significant moment of transition for Adara. In Nepal, we are preparing to exit many of the schools we have supported for close to 30 years – a decision made with deep reflection and care.

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This shift allows us to focus on refining and strengthening our Remote Community Development and education models, ensuring they are more impactful, sustainable, and ready for scale.

At the same time, we are accelerating our work in maternal, newborn and child health. AdaraNewborn is expanding to a second regional hub, a powerful step forward in our mission to bring world-class neonatal care to underserved communities. We are also deepening our investment in our Centre of Excellence at Kiwoko Hospital, continuing to build it as a beacon of best practice in newborn care.

Through strong partnerships with the Ministry of Health, we are working to make a significant dent in maternal and newborn mortality across the North Central Region of Uganda. Our goal is not only to save lives, but to build systems that can sustain and scale this impact for generations to come.

We are also investing in the systems that support our work. Across IT, Monitoring & Evaluation, and Finance, we are embracing technology to become more efficient, more transparent, and more impactful. These improvements will help us deliver better outcomes, faster and smarter.

And we are doubling down on knowledge sharing. We believe that the insights we've gained over decades of experience can, and must, be used to amplify impact far beyond our direct reach. By sharing what we know, we can touch more lives and help shape a stronger, more equitable future.

This plan is grounded in our values: compassion, passion, teamwork, mutual respect, integrity, excellence, unconventionality, and deep humility. It is inspired by the communities we serve and the extraordinary people we walk alongside.

On behalf of Adara's Board and Global Leadership Team, I invite you to join us in bringing this strategy to life. Together, we will navigate this time of change with strength, purpose, and unwavering hope.

Nothing will stop us.

Madeline Vaughan
Chief Executive Officer
Adara Development

THE CHALLENGE

Despite global progress, nearly 700 million people still live in extreme poverty – and 4 out of 5 are in rural areas. Education gaps remain stark: 272 million children worldwide remain out of school. Low-income countries are falling behind: in the lowest-income nations, 36% of students are out of school compared to just 3% in the highest-income countries.

The reality for mothers and newborns is deeply concerning. Each year, nearly 300,000 women lose their lives due to pregnancy or childbirth; more than 2 million babies die in their first month, and another 2 million more are stillborn. Most of these deaths occur in low and middle-income countries. Most are preventable.

The world is no longer on track to end extreme poverty by 2030. Progress has stalled and, in some places, reversed. Without renewed commitment and innovative solutions, millions will remain trapped in cycles of poverty.

People living in poverty are hit hardest by political instability, economic shocks and pandemics and climate disasters. Drastic reductions in international aid are also pushing vulnerable communities even further behind – significantly threatening hard-won gains and deepening inequality.

The need for solutions that focus on women, newborns and children are more urgent than ever.



THE OPPORTUNITY

In the face of stalled progress and growing inequality, there is an urgent and powerful opportunity to create lasting change.

Adara brings over 27 years of experience, proven models, and deep partnerships – positioning us to act boldly and deliver impact where it matters most. Since 1998, we have worked alongside communities, partners and governments to bring quality health, education and other essential services to people living in poverty in some of the world's most remote places.

We deliver services across two streams: Maternal, Newborn and Child Health and Remote Community Development – and we are committed to sharing our knowledge to amplify impact far beyond our direct reach.

Over the years, we have developed and refined models that are community-driven, holistic and collaborative. As we enter our next three-year plan, we have an opportunity to strengthen these models and take them to scale – transforming countless more lives at a time when global progress has stalled.

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:



OUR GUIDING THEMES

Our strategy is anchored in three guiding themes – Focus, Excellence and Impact – which will define our programmes and operations during our 2026-2028 strategic plan.

- **FOCUS**

We will double down on what works – strengthening AdaraNewborn and AdaraRemote – while ruthlessly prioritising the initiatives that deliver the greatest impact. In a time of sector-wide funding cuts and growing need, we will stay disciplined, avoiding mission creep and investing where we can truly change lives. Our aim is to build strong local systems and leadership so communities can sustain impact long after we leave.

- **EXCELLENCE**

We will deliver world-class standards for every person, regardless of circumstance. Excellence means never settling for “good enough.” It means leveraging technology, research, and continuous learning to innovate and adapt quickly. We will measure, question, and relentlessly improve – setting benchmarks, raising standards, and sharing solutions globally.

- **IMPACT**

We will amplify change by openly sharing knowledge and collaborating so others can replicate proven approaches. At the same time, we will ensure that our work creates tangible, lasting improvements for the communities we serve – broadening our reach while deepening the quality of care for people living in extreme poverty.



OUR THREE-YEAR STRATEGY

Through our 2026-2028 strategy, we will harness our 27-year track record to deliver deeper service and exponentially expand our reach and impact. Our plan works through four lenses, with eight underlying goals:



IMPACT

Impact more lives by implementing and scaling evidence-based models of health and education excellence, including AdaraNewborn and AdaraRemote.

- Improve the lives of people in remote communities through quality health, education, child protection, youth development and resilience programmes.
- Improve the quality of care for mothers, newborns and adolescents by strengthening and scaling best practice interventions within Adara-supported facilities and communities.



PROVE & IMPROVE

Prove and improve our programmes through enhanced Research, Monitoring, Evaluation and Learning to ensure every intervention is informed by evidence and best practice.

- Strengthen Adara's Research, Monitoring, Evaluation and Learning to drive evidence-based programming and share our impact.



AMPLIFY

Amplify our reach by sharing our knowledge widely, enabling others to replicate and adapt our programmes in their own contexts.

- Amplify Adara's impact by freely sharing knowledge that equips and enables others to drive change and improve lives.



RESOURCE & ENABLE

Resource and enable our vital work through strong Operations, Partnerships, Communications and business-for-purpose model.

- Deliver exceptional operational services and support, empower our people and proactively manage and mitigate risk.
- Inspire and delight existing and future supporters – to enable Adara's programmatic work to deepen and scale.
- Communicate Adara's impact globally, raise our profile, and safeguard and strengthen the Adara brand.
- Ensure the long-term financial stability of Adara Development's critical work through our 'panel for purpose' model.

IMPACT



Remote Community Development

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

Despite global progress since 1990, where a person lives still largely determines their access to essential services. An estimated 3.4 billion people – around 43% of the global population – live in rural areas of low- and middle-income countries. Remote populations remain among the most underserved in the world, slowing progress toward the Sustainable Development Goals.

We're on a mission to deliver excellent health and education services to people living in some of the world's remotest places. Since 1998, we've developed programmes that improve health and education outcomes in remote areas. Now we're strengthening and refining these through AdaraRemote – our holistic community development model that surrounds people with the support they need to lead healthy and productive lives.



Between 2021-2024 we achieved the following outcomes across Adara-supported schools:

- **Average of 1,929 students enrolled each year.**
- **53% of students were girls.**
- **90% of students passed their Secondary Education Exams (Grade 10).**

AdaraRemote

AdaraRemote spans five pillars of service delivery: education, child protection, youth development, health and community resilience. Together they support people – particularly women and children – to thrive.

Our work is focused in two geographies of Nepal: the remote district of Humla in the Himalayas and the remote region of Ghyangfedi. In Nepal, 79% of the population lives in rural and remote areas, facing significant geographic, economic, and social challenges.

This strategy marks an important moment of transition for our work in Nepal. Guided by our theme of Focus, Excellence, and Impact, we will concentrate on what we do best and ensure our resources deliver the greatest benefit. Over the next three years, we will implement a phased exit from selected schools, hostels, and health facilities in Humla – some of which we have supported for nearly 30 years. This decision has been made with deep reflection and care.

At the same time, we will concentrate our resources and teams on two key areas of growth: Syada and Santa education (Humla), and Ghyangfedi education. This strategic shift will enable us to refine and strengthen the AdaraRemote model, ensuring it becomes more impactful, sustainable, and ready to scale.

During this plan period, we will work intensively with local communities and government partners to strengthen systems, embed child protection measures, and implement quality improvement plans. We will consult closely with local communities and key stakeholders and will hand over responsibility to government and community leaders, ensuring they are equipped to lead.

Our focus is on building systems that last. By refining our approaches, prioritising quality and deepening integration across education, health, and community resilience, we aim to create solutions that not only address immediate needs but also drive long-term transformation. Our commitment remains clear: to ensure every person in our target communities – especially women and children – has access to the services they need to lead healthy and productive lives.



GOAL 1: OBJECTIVE OVERVIEWS

Objective 1: Improve inclusive and equitable access to quality education and strengthen learning outcomes for students in Santa, Syada, and Ghyangfedi schools.

Key highlights	Outcomes
<ul style="list-style-type: none">Improve learning outcomes through strengthening teacher capacity, innovative teaching methods and inclusive education practicesExpand access to quality education up to secondary level by reducing barriers, enhancing infrastructure, developing and providing teaching and learning materials, and promoting digital learning.Strengthen school systems for improved governance through leadership development, improved planning, parental engagement, and accountability systems.	<ul style="list-style-type: none">>75% of children from Grades 1 to 3 improve literacy and numeracy outcomes against the baseline survey by 2028.>80% of candidates pass Grade 10 Secondary Education Examination (SEE).95% of girls who pass SEE join Grade 11.>85% of teachers trained through Adara-supported programmes report increased confidence and competence in delivering curriculum-aligned lessons.>80% of students transition successfully to the next grade level, with dropout rates reduced by >20% compared to baseline.>90% school Quality Improvement Plan (QIP) score achieved in every Adara-supported school by the end of 2028.

Objective 2: Ensure an orderly, ethical, and sustainable transition from five Adara-supported schools and two health posts, enabling local stakeholders to maintain and improve education and health quality independently.

Key highlights	Outcomes
<ul style="list-style-type: none">Implement a phased, ethical exit from five schools, two health posts, and two hostels, and graduate the Sowa Rigpa program to government leadership by 2028Strengthen local ownership through formal handover agreements, government commitment, and capacity-building for teachers, school committees and health post management.Maintain quality and safeguarding standards by achieving QIP targets, sustaining child protection systems, and ensuring continuity beyond Adara's involvement.Engage communities in transition planning through structured meetings and detailed repatriation plans for hostel children.Establish post-exit monitoring mechanisms to confirm that schools and health facilities maintain or improve quality standards.	<ul style="list-style-type: none">8% increase in the Quality Improvement Plan (QIP) scores of Adara-supported 'exit' schools by the end of 2026 (baseline is 82%).Schools are able to maintain or continue to improve QIP scores in 2027 and 2028.70% children from Grades 4 to 8 achieve 60% of learning achievement by the end of 2026.70% of children passed Secondary Education Examination from exit schools.100% of exit schools have functional child protection systems in place, including trained focal persons, reporting mechanisms, and documented safeguarding protocols, with sustainability plans in place for schools to continue these systems without Adara by the end of 2026.

Objective 3: Children, especially girls, are protected from harm, exploitation and abuse.

Key highlights	Outcomes
<ul style="list-style-type: none">Strengthen child protection systems in schools through robust codes of conduct, safeguarding risk assessments, complaint handling mechanisms, and training for teachers and staff.Mobilise communities and local governments to proactively protect children's rights through policy advocacy, training key stakeholders on child protection, and collaboration with child protection networks.Enable children to exercise their rights by mobilising child clubs and promoting child-friendly governance so they can advocate for their own safety and wellbeing.Eliminate child trafficking and early marriage in Adara-supported schools through targeted campaigns, early warning systems, and legal response mechanisms.	<ul style="list-style-type: none">Zero reported cases of child trafficking and early marriage in Adara-supported schools.100% of schools meet 100% of enhanced child safeguarding requirements by 2028, including trained focal persons, reporting mechanisms, and documented safeguarding protocols.>95% of adolescent girls in programme areas remain in school beyond Secondary Education Examinations, with early marriage rates reduced by >25% compared to baseline data.>90% of girls report that they feel safe from any kinds of harm, abuse and violence at school.

Objective 4: Youth from remote communities are empowered to fulfil their potential.

Key highlights	Outcomes
<ul style="list-style-type: none">Amplify youth leadership by building youth's capacity to influence policies and plans that affect their lives, connecting youth to networks, and mobilising them for cultural learning and social change.Improve health and wellbeing through mental health screening, counselling, and adolescent-friendly health services in partnership with local governments.Increase education and employment opportunities via scholarships for technical and higher education, entrepreneurship training, internships, and job linkages.	<ul style="list-style-type: none">Maintain 85% pass rate for youth completing technical and vocational education and Plus Two (optional Grades 11 and 12).60% of youth are employed or self-employed after graduation from Adara-supported scholarships.



Objective 5: Improve health in Adara-supported remote communities.

Key highlights	Outcomes
<ul style="list-style-type: none">• Deepen focus on maternal, newborn, and child health (MNCH) to improve outcomes and quality of care for mothers and newborns.• Improve nutritional status of women, children under five and school-aged children by expanding nutrition interventions to combat malnutrition and promote growth.• Improve water, sanitation and hygiene practices to reduce preventable diseases and improve overall community health.• Enhance access to essential health services by improving quality in Adara-supported health posts and strengthening outreach programs and referrals.• Strengthen school health programmes to improve health and wellbeing of school children.	<ul style="list-style-type: none">• Maintain 100% institutional delivery rate in Adara-supported villages.• >85% Quality Improvement Plan score in Adara-supported health facilities.• 25% reduction in malnutrition among children under five in Adara-supported villages.• >95% neonatal and >99% maternal survival rates in Adara-supported villages.• >80% of households and school students routinely practice hygienic behaviours, such as handwashing with soap, safe waste disposal and menstrual hygiene management.

Objective 6: Strengthened community resilience to disasters and climate change

Key highlights	Outcomes
<ul style="list-style-type: none">• Strengthen food security in Syada, Santa and Yangu villages through climate-resilient agriculture, innovative farming practices and diversification of food sources.• Strengthen disaster preparedness and response capacity by forming and training community disaster task forces, improving early warning systems and constructing disaster-resistant infrastructure.• Promote climate adaptation and mitigation through community-based education and awareness initiatives, and collaboration with key stakeholders to influence policy.	<ul style="list-style-type: none">• 40% of households in Syada, Santa and Yangu villages report that their food production is sufficient for six or more months.• More than 70% of targeted schools, health posts and the local government have well prepared disaster response systems.• 40% of child clubs, youth clubs and community members engage in climate education and initiatives.





Maternal, Newborn and Child Health

GOAL 2: Improve the quality of care for mothers, newborns and adolescents by strengthening and scaling best practice interventions within AdaraNewborn facilities and communities.

In Uganda, newborn disorders are the leading cause of death. Each year, Uganda records 62,000 deaths around the time of birth. Of these, 32,000 are neonatal deaths, 26,000 are stillbirths and 4,800 are maternal deaths. Most are preventable. Despite a national commitment to progress, Uganda is not on track to achieve the Sustainable Development Goals (SDGs) for maternal and newborn mortality by 2030.

We're on a mission to strengthen maternal, newborn and child health services in low-resource settings. Through initiatives focused on clinical excellence, upskilling health workers, equipping facilities and strengthening the health system, we aim to reduce preventable maternal, newborn and child deaths.

Between 2021-2024, we achieved the following outcomes across AdaraNewborn facilities:

- 32% reduction in stillbirths.
- 58% reduction in the maternal mortality rate.
- 26% reduction in the neonatal mortality rate.
- Maintained an average newborn survival rate of 90% across AdaraNewborn neonatal units.
- Maintained an average 98% survival rate for infants graduating from the Hospital to Home programme at six months corrected age.



AdaraNewborn

Built on over 27 years of experience, AdaraNewborn is our evidence-based, high-impact model of maternal and newborn care. It is designed to increase survival rates for the sickest and smallest newborns and their mothers in low-resource settings.

AdaraNewborn spans the full continuum of care, supporting mothers and babies from pregnancy through to their return home after birth. It integrates facility-based care with community programmes such as Hospital to Home and Baby Ubuntu, while driving initiatives that upskill health workers, equip facilities, and strengthen health systems for sustainable change – saving lives now and reducing preventable deaths into the future. Alongside this, leadership development and mentorship for midwives and neonatal nurses embed skills, governance, and accountability within the health system, ensuring long-term impact.

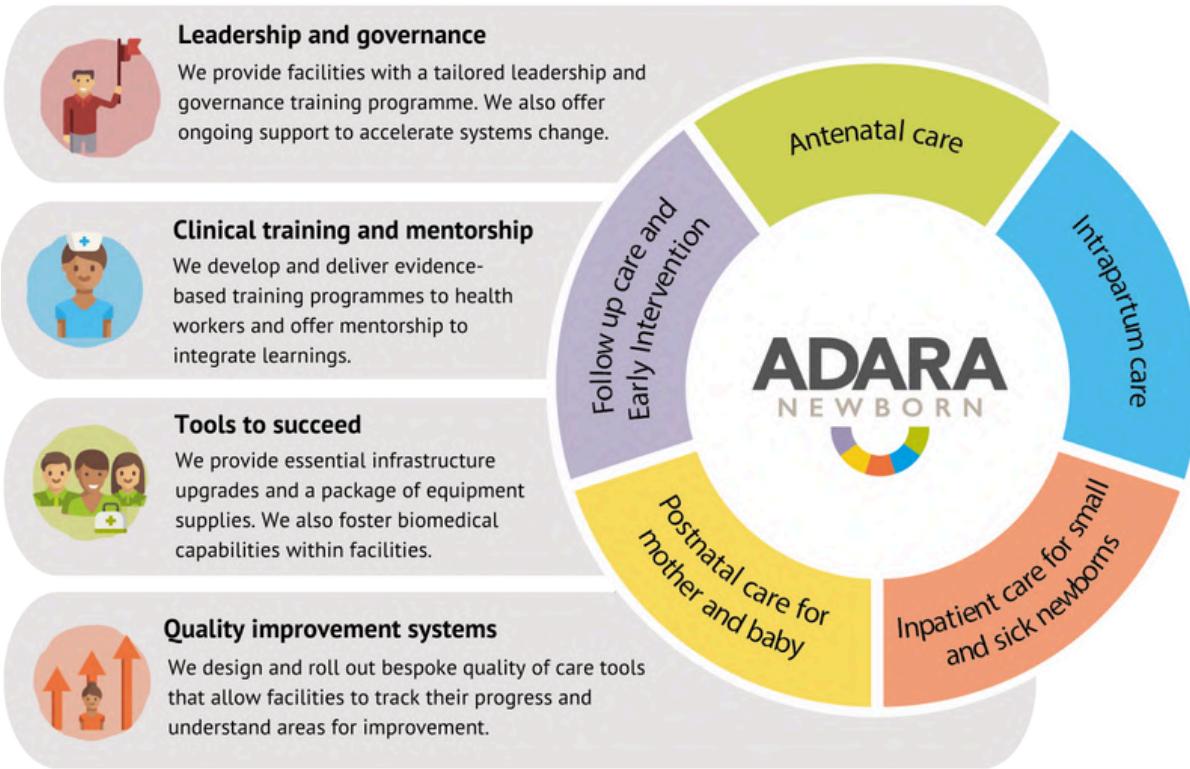
Now we're scaling this model across Uganda to save more lives. Over the next decade, Adara will work in close partnership with government to build a district-wide system of care that delivers lasting change.

We will establish and support neonatal and maternal care services in seven districts across the North Central region – strengthening 78 facilities to create an integrated, sustainable system that improves survival and outcomes for mothers and newborns.

During this strategic period, AdaraNewborn will expand to five districts and strengthen 38 health facilities – laying the foundation for a transformative network of care. Our goal is clear: to significantly reduce maternal and newborn mortality across the North Central region.

Together, these efforts will move Uganda closer to SDG targets and toward a future where every woman gives birth safely, every newborn receives the right care at the right time, and every child survives and thrives. We aim not only to save lives but to build systems that drive sustainable, scalable impact.





2026 -2028 key performance indicators:

- Demonstrate a positive trend towards achieving the following AdaraNewborn targets in each facility
 - 50% reduction in stillbirth rate (fresh and macerated)
 - 50% reduction in Maternal Mortality Rate
 - 50% reduction in Newborn Mortality Rate
- Maintain over 90% newborn survival rate in AdaraNewborn neonatal care unit facilities.
- 90% Quality of Care score in each facility by year six and maintained to exit.

GOAL 2: OBJECTIVE OVERVIEWS

Objective 1: Implement and scale interventions that directly target the top three contributors to stillbirths and to maternal and neonatal morbidity and mortality.

Key highlights	Outcomes
<ul style="list-style-type: none">Deliver advanced maternal and newborn care training focused on the leading causes of deaths and stillbirths.Expand mentorship programmes for midwives and neonatal nurses to strengthen clinical practice and build sustainable systems.Upgrade and standardise neonatal care units and maternity services to meet required levels of care.Implement quality improvement systems and leadership training to embed sustainable change.	<ul style="list-style-type: none">Reduce the incidence of post-partum haemorrhage, hypertensive disorders and maternal sepsis by 20%.Reduce the incidence of birth asphyxia, preterm births and neonatal sepsis by 20%.≥ 80% of trainees show a ≥ 30% improvement in post-training scores.

Objective 2: Expand and strengthen Kiwoko Hospital as a Centre of Excellence in maternal and newborn care.

Key highlights	Outcomes
<ul style="list-style-type: none">Enhance clinical excellence through advanced training, robust quality-of-care protocols, and continuous improvement systems.Expand infrastructure with a new maternal and neonatal complex.Strengthen governance and financial systems to ensure sustainability.Upgrade IT infrastructure for secure, efficient data and network management.Share knowledge through offering national training as a training and mentorship hub for Uganda.	<ul style="list-style-type: none">Increase from current baseline to >70 newborn care unit beds by end of 2028.Ensure 100% compliance to Level 2B standards.



Objective 3: Strengthen community follow-up of newborns discharged from AdaraNewborn newborn care units (NCUs) to ensure they survive and thrive beyond hospital care.

Key highlights	Outcomes
<ul style="list-style-type: none"> Strengthen discharge processes with comprehensive, family-centred education. Scale home follow-up through CHWs and peer support networks to ensure continuity of care. Build capacity of health workers and CHWs through training, mentorship, and supervision. Strengthen monitoring and evaluation for quality improvement and research, and digitise data collection. Expand H2H Public implementation in partnership with the Ministry of Health, including stakeholder engagement and dissemination for national scale-up. 	<ul style="list-style-type: none"> >95% of eligible high-risk newborns receive follow-up visits post-discharge in facilities implementing Hospital to Home. Maintain a survival rate above 95% at six months of age for high-risk newborns enrolled in Hospital to Home (H2H). >75% H2H babies meet age-appropriate developmental milestones at six months corrected age.

Objective 4: Improve the quality of life for children with moderate to severe neurodisabilities and their caregivers.

Key highlights	Outcomes
<ul style="list-style-type: none"> Expand Baby Ubuntu to new districts and integrate early disability identification into health systems. Scale caregiver support through education, mental health initiatives, and father engagement. Strengthen nutrition and safe feeding practices for children with neurodisabilities. Provide assistive devices and ensure continuity of home-based care and therapy. Build sustainable systems through multidisciplinary teams and strong partnerships. 	<ul style="list-style-type: none"> >60% of children demonstrate improved overall quality of life after 12 months of participation in the programme. >85% of caregivers demonstrate improved overall quality of life after 12 months of participation in the programme. >60% of children achieve at least two new functional milestones (mobility, feeding, communication). >75% of households demonstrate consistent therapy follow-up and improved caregiving practices.



Objective 5: Empower young people aged 10-24 years through holistic programmes that primarily focus on sexual and reproductive health.

Key highlights	Outcomes
<ul style="list-style-type: none">• Expand access to sexual and reproductive health services and psychosocial support for adolescents.• Strengthen community engagement through male involvement initiatives and school-based outreach.• Build capacity through training for health workers, peer counsellors, teachers, and youth leaders.• Engage youth by creating inclusive spaces and engagement initiatives to break stigma, foster participation, and build meaningful connections.	<ul style="list-style-type: none">• At least 80% of youth (10-24 years) demonstrate improved SRH knowledge after programme participation.• >85% of youth report satisfaction and perceived accessibility of SRH services provided by the programme.



PROVE & IMPROVE



Research, Monitoring, Evaluation and Learning

GOAL 3: Strengthen Adara's Research, Monitoring, Evaluation and Learning to drive evidence-based programming and share our impact.

Research, Monitoring, Evaluation and Learning (RMEL) is essential in ensuring our work is evidence-based and creates meaningful and lasting change. We are dedicated to measuring, tracking and enhancing the impact of our programmes to ensure we deliver best-practice service.

RMEL allows us to identify issues and trends, inform national or global knowledge, advocate for programmes or approaches, contribute to research and demonstrate our impact to our community of supporters.

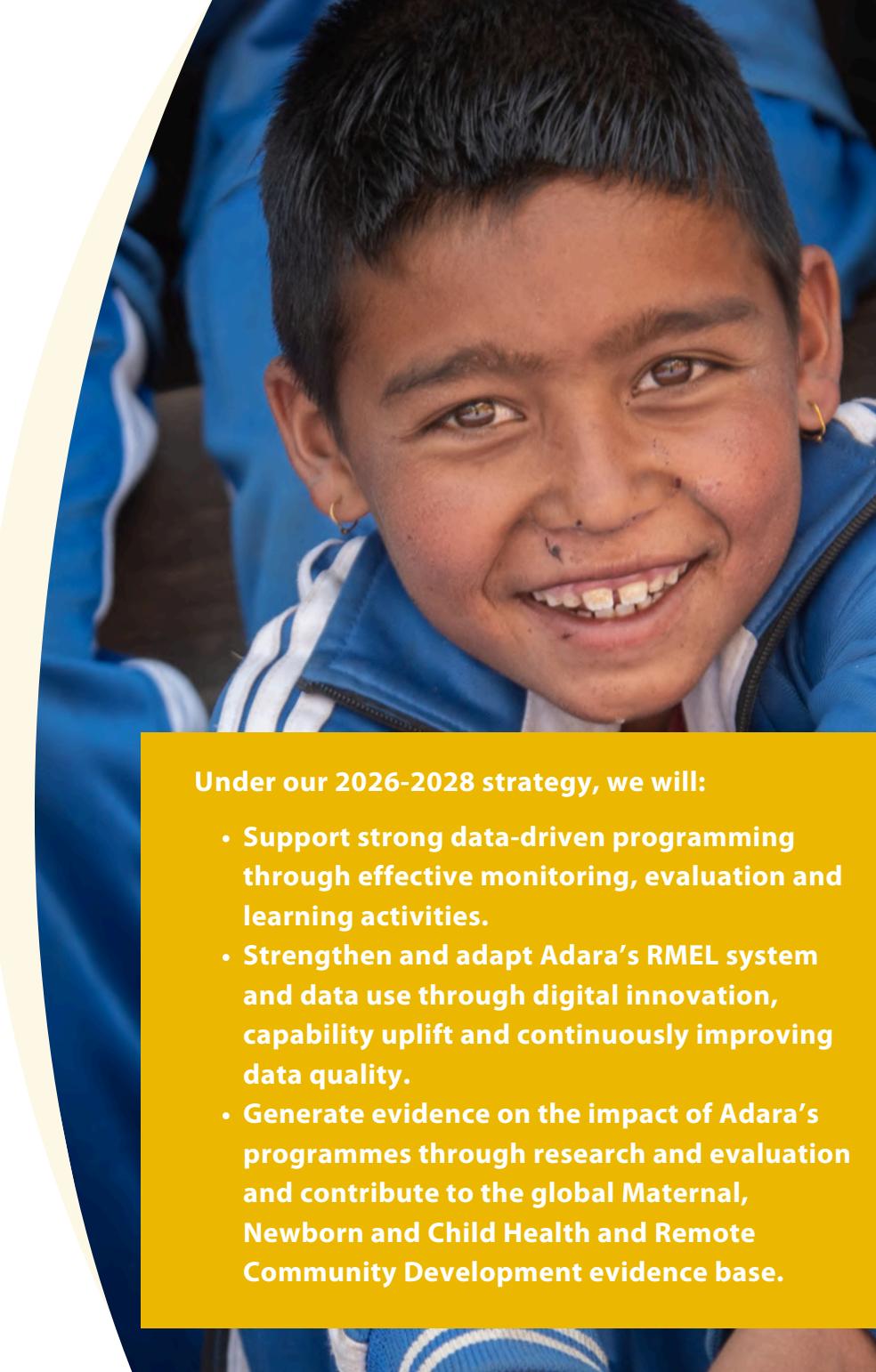
This ensures that decisions we make are grounded in data, our programmes are continuously improved, and impacts are measured and shared. Through robust systems, digital innovation and strong feedback loops, RMEL enables us to track progress, identify trends, and adapt quickly to meet the needs of the communities we serve. We 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.

Our commitment is clear: to measure, track and enhance the impact of our programmes, implementing systems that monitor, assess and support continuous improvement.

In 2026-2028 we will achieve this by strong data-driven programming, adapting and digitising our RMEL systems, and generating research that contributes to global knowledge in maternal, newborn and child health and remote community development.

Under our 2026-2028 strategy, we will:

- Support strong data-driven programming through effective monitoring, evaluation and learning activities.**
- Strengthen and adapt Adara's RMEL system and data use through digital innovation, capability uplift and continuously improving data quality.**
- Generate evidence on the impact of Adara's programmes through research and evaluation and contribute to the global Maternal, Newborn and Child Health and Remote Community Development evidence base.**





Knowledge Sharing

GOAL 4: Amplify Adara's impact by freely sharing knowledge that equips and enables others to drive change and improve lives.

We believe the knowledge created through our programmes is not ours to keep. To reach more lives, we are committed to deepening our service delivery and to sharing our knowledge widely.

By openly sharing our data, research findings, training packages and lessons learned, we enable others to adapt and implement our life-changing programmes in their own settings. We are taking our very best ideas and our biggest mistakes, distilled from almost three decades of experience and sharing them locally, nationally and globally.

In 2026–2028, we are doubling down on this commitment to Knowledge Sharing. Our approach goes beyond publishing information; it is about creating high-quality, evidence-based knowledge products and ensuring they reach the people who can use them. Through strategic dissemination, partnerships and digital platforms, we aim to make Adara's knowledge accessible to practitioners, policymakers and communities worldwide – amplifying impact far beyond our direct reach.



Under our 2026-2028 strategy, we will:

- Create and curate a suite of high-quality, evidence-based knowledge products that capture Adara's experience and learnings.
- Strengthen dissemination and uptake to ensure Adara's knowledge products reach and are used by practitioners, policymakers, and partners.
- Establish systems to track and evaluate the reach, uptake, and impact of Adara's knowledge sharing activities.
- Collaborate with strategic partners to shape policy, strengthen systems, and scale impact.



Operations

GOAL 5: Deliver exceptional operational services and support, empower our people and proactively manage and mitigate risk.

Strong operations are the backbone of Adara's work. Our Operations stream brings together five key teams – Finance, Information Technology, Legal and Governance, Risk, and People & Culture – working together to ensure the smooth day-to-day functioning of the Adara Group globally

Operations isn't just about processes; it's about enabling our teams to do their best work. From managing budgets and compliance, to keeping systems secure and up to date, to supporting our people and planning for the future – this stream underpins everything we do.

Together, these five teams ensure Adara operates securely, efficiently and sustainably – equipping us to deliver our life-changing work now and into the future. By investing in strong systems, practical processes and capable teams, we will ensure Adara remains secure, adaptable and ready to grow and make an even bigger impact.



Each team has a clear focus:

- Finance will strengthen Adara's financial resilience and provide strategic insights to guide decision-making.**
- Information Technology will modernise systems, enhance cybersecurity to keep our data and operations safe, and leverage smart tools to improve efficiency.**
- Legal and Governance will embed best-practice compliance while streamlining processes through innovation.**
- Risk will build a proactive risk culture and advance Environmental, Social and Governance (ESG) initiatives to ensure sustainability across our work.**
- People & Culture will attract, develop and retain exceptional talent by fostering a workplace built on care, connection and growth.**



Partnerships

GOAL 6: Inspire and delight existing and future supporters – to enable Adara's programmatic work to deepen and scale.

Adara's Partnerships team is dedicated to nurturing and growing our community of supporters who make our work possible.

Since 1998, we've been supported by an incredible network of donors and partners who share our vision for a fairer world. Over time, this community has grown and diversified, enabling us to deliver and expand our life-saving programmes. Today, our donors come from across the globe, representing different backgrounds and giving capacities, united by one goal: helping us reach more people in need.

Over the next three years, Partnerships will focus on deepening relationships with our existing supporters while building new connections to broaden our funding base. We'll work to share the impact of every contribution, and create a stronger, more sustainable foundation for Adara's future.

Under our 2026-2028 strategy, we will:

- Retain and grow anticipated income to enable the ongoing delivery of Adara's programmes.**
- Raise target income from new and reengaged funders to support the growth of Adara's programmes.**
- Future proof and de-risk Adara's financial sustainability by diversifying income streams and enhancing supporter management systems.**



RESOURCE & ENABLE



Communications

GOAL 7: Communicate Adara's impact globally, raise Adara's profile, and safeguard and strengthen the Adara brand.

The Communications team ensures Adara's work is visible, understood and trusted. The team manages everything from social and digital media to the website, media outreach, reports, messaging, and brand materials.

Communications' role is to share stories that demonstrate the impact of Adara's programmes, maintain consistent messaging, and support every team member to speak confidently about our mission. Over this strategic period, our focus is on making Adara's voice and brand stronger and clearer than ever.

We'll create content that showcases the impact of our programmes, deepen engagement across digital platforms, and raise Adara's global profile. We'll keep our website fresh and relevant and ensure the Adara brand remains strong by updating messaging and materials, supporting staff, and helping teams on the ground tell powerful stories of impact.

Under our 2026-2028 strategy, we will:

- Develop and share inspiring, clear, timely, and compelling communications that demonstrate impact.**
- Elevate Adara's global profile to strengthen Adara's credibility within the sector and connect with key audiences by proactively pursuing targeted media, awards and digital engagement opportunities.**
- Safeguard and strengthen the Adara brand by leading the development and distribution of all messaging and brand materials and guide every team member to confidently communicate Adara's work and mission.**



RESOURCE & ENABLE



Adara Business

GOAL 8: Ensure the long-term financial stability of Adara development's critical work by being one of Australia's pre-eminent boutique corporate advisors with our 'panel for purpose' model.

We've been bridging the worlds of business and people living in poverty since 1998. Thanks to our innovative business-for-purpose model, 100% of donations from our supporters go directly to project-related costs. This is because Adara Partners, an independent corporate advisory business, funds our administration and infrastructure costs.

Adara Partners is a leading Australian corporate advisory firm offering deeply experienced financial, strategic and commercial advice. Adara acts as a trusted advisor to boards, senior management and significant shareholders of public companies and other significant organisations. Adara Partners brings together a panel of 18 of the most senior members of the Australian financial services industry. They work without recompense, using their investment banking skills to provide advice and wise counsel to clients.

Our focus for 2026–2028 is to keep building a solid and sustainable business that supports Adara Development's life-changing work. We'll concentrate on growing our advisory services, broadening our income streams, and continuing to deliver exceptional advice to clients. At the same time, we'll keep strengthening and investing in our Panel and corporate advisory team, ensuring Adara Partners remains a trusted, high-calibre partner in the corporate advisory space. Every success will mean more funds donated to people living in poverty in some of the world's most remote places.

Under our 2026-2028 strategy, we will:

- Increase our revenue and deal flow year by year.**
- Faster and better support for our Panel and clients and knock the lights out with our business.**
- Diversify our revenue sources by securing new recurring revenue streams for Adara Group.**
- Be recognised as one of Australia's leading boutique corporate advisors.**
- Attract, connect and retain the highest quality panel and corporate advisory team.**



CROSS-CUTTING THEMES



GENDER JUSTICE

We are committed to advancing gender justice by breaking down barriers that prevent women and girls from reaching their full potential. Women and girls in remote and rural settings face enormous challenges.

Our programmes address persistent inequalities – such as lack of access to education and health care, and the disproportionate burden of care.

In this strategic period, we will maintain high enrolment rates for girls, expand access to quality maternal and newborn health care in remote Uganda and Nepal, and provide young women with sexual and reproductive health services. We will also work alongside local communities to shift community attitudes towards girls, champion the value of girls' education, and promote leadership and opportunities for girls.



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 – often exacerbated by poverty and crisis.

Child protection is embedded throughout Adara's work. 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.

We will reinforce safeguarding systems in schools and health facilities, train staff and communities, advocate for robust policies, and equip children to know and exercise their rights. Our focus remains on preventing trafficking, early marriage, and abuse, and on creating safe, inclusive environments for all children.



LOCAL OWNERSHIP & SUSTAINABILITY

True lasting change is only possible when communities lead. Guided by our 'one world' approach, we believe in global solidarity that supports local action, grounded in a shared responsibility to our global neighbours.

Our strategy prioritises building local capacity, strengthening governance, and transitioning programmes to community and government ownership. Through phased exits from schools and health posts, we will ensure that local stakeholders are equipped to maintain and improve services independently.

By embedding skills, accountability, and technical expertise within communities, we will create resilient systems that endure beyond our direct involvement – ensuring quality, sustainability, and continued progress for many years to come.



CLIMATE RESLIENCE

Climate change continues to threaten the lives and livelihoods of people living in poverty, especially in remote communities. While low-resource countries have contributed the least to the problem, they are bearing the brunt of the effects – jeopardising 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 focused on helping communities build resilience through climate-smart agriculture, food security, and disaster preparedness. We work with communities to anticipate, withstand, and recover from climate shocks, and promote education and policy advocacy for climate adaptation and sustainable practices.



DEEPENING QUALITY & EXCELLENCE

Adara is dedicated to delivering programmes of the highest quality, guided by robust evidence and a commitment to continuous improvement. We embed Research, Monitoring, Evaluation, and Learning throughout our work – ensuring every intervention is informed by data, best practice, and real-world impact.

Our focus is on building systems that last. By refining our approaches, prioritising excellence, and deepening integration across our services, we create solutions that address immediate needs and drive long-term transformation. We will invest in digital innovation and adaptive systems to track progress, identify trends, and respond quickly to emerging challenges.

Through ongoing learning, collaboration, and the pursuit of excellence, Adara aims to set new standards for quality – creating models that inspire, elevate, and sustain progress.



OUR PATHWAY TO IMPACT

Over the next three years we estimate we will reach hundreds of thousands of people and save countless lives through this ambitious plan.

This work is only possible because of the generosity of our donor partners and the Adara businesses. We are deeply grateful for your continued support – thank you for standing with us.

If you would like to join us on this journey of 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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ADARA
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— BRIDGING WORLDS —

www.adaragroup.org

