



THREE YEAR  
STRATEGIC PLAN

— APRIL 2023 TO  
MARCH 2026 —



PATHWAYS

FAITH

- Support purposeful engagement of faith and values throughout operations
- Facilitate dialogue with church leaders and members to strengthen our shared sense of purpose

FUNDS

- Invest to scale up private fundraising across ADRA
- Establish profitable social ventures aligned with ADRA's purpose
- Enhance ADRA's brand and collaboration with other organisations

PEOPLE & SYSTEMS

- Strengthen ADRA's governance practice
- Invest in the capacity and wellbeing of ADRA's workforce
- Establish systems for all ADRA offices to access shared resources and people
- Invest in the capacity and wellbeing of ADRA's workforce

PROGRAM

- Mainstream environmental stewardship in ADRA operations and programming
- Build ADRA's capacity to integrate emergency and development programs
- Strengthen ADRA's local emergency management capacity
- Co-create evidence-based approaches to build and measure resilience and wellbeing
- Strengthen integration of advocacy across programs





ADRA

our purpose

TO SERVE HUMANITY  
**SO ALL MAY LIVE**  
AS GOD INTENDED



**DEAR FRIEND, AS I REFLECT ON MANY GROWING GLOBAL CRISES, I AM STRUCK BY TWO THINGS. FIRST, OUR WORLD IS FULL OF HEARTACHE. CONFLICTS HAVE ESCALATED AND NEW ONES HAVE ARISEN AS BANKING SYSTEMS COLLAPSE AND HUMAN MORTALITY RATES RISE, WHILE THOUSANDS ARE DISPLACED FROM THEIR HOMES. WE GREW IN OUR UNDERSTANDING OF THE HUNGER EPIDEMIC, AS 1,300,000 PEOPLE SUFFER FROM FAMINE, ACUTE HUNGER, AND FOOD INSECURITY. NATURAL DISASTERS AND MODERN DAY CALAMITIES REACH OUR EARS AT LIGHTENING SPEED WITH NEWS COVERAGE OF EARTHQUAKES,**

hurricanes, typhoons, floods, dzuds, etc. These have instant, significant implications upon the state of our world down to the very survival of a human life. And that's naming only a few of the tragedies.

But what also stands out to me is your response to these challenges. Your unwavering support empowered ADRA to help the displaced persons and refugees in neighbouring countries, and even here in Canada. You've allowed us to provide safety, food, water, shelter, evacuations, medical care, counselling, and more. With a moment's notice, this work has reached women, children, seniors, and those with special needs – in short, the most vulnerable.

Our Thanksgiving Campaign typically focuses on food insecurity to raise awareness of the alarming global hunger crisis and funds for food projects we implement in partnership with the Canadian Foodgrains Bank. Your compassion is reaching those who do not know where their next meal will come from.

We not only respond immediately after disasters, but longer-term with sustainable development projects. You enable ADRA Canada to work with communities in Cambodia, Kenya, the Philippines, and Uganda to improve healthful living and empower the vulnerable to enjoy their health-related human rights. Our education projects in select countries have been a beacon of hope for school-aged children, opening the door for us to step strongly into more dynamic development initiatives and partnerships for ADRA Canada, and I'm highly anticipating this 2023-2026 strategic season.

As we define our National Program in a progressive, conscientious way, our conferences, churches, and schools will begin to see ADRA Canada as their partner of choice for equipping, training, community engagement, project implementation, and fundraising initiatives. Let this lead us forward into a new era of greater unity and Spirit-led synergy.

Your commitment gives me hope. These are immense strategic goals. At times the challenges of this work seem overwhelming. But I see that we are making a real difference in the lives of many. In these pages, you will find our strategic direction for 2023-2026, complete with Objectives, Key Results (OKRs), and Key Performance Indicators (KPIs). These action steps will help us better serve humanity so all may live as God intended. I hope this plan both informs and inspires you.

Best Regards,

  
**STEVE MATTHEWS**  
CEO, ADRA Canada





ADRA

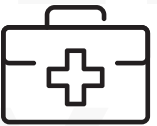
our motto

JUSTICE  
COMPASSION  
LOVE



IT IS OUR HOPE TO SERVE HUMANITY SO THAT ALL MAY LIVE AS GOD INTENDED. BUT THERE ISN'T JUST ONE APPROACH THAT WORKS FOR EVERYONE. TO PROVIDE RELIEF AND DEVELOPMENT FOR PEOPLE ON DIFFERENT CONTINENTS AND IN DIVERSE COMMUNITIES ALL AROUND THE WORLD, ADRA HAS 4 KEY PILLARS THAT HELP US PERFORM OUR RELIEF AND DEVELOPMENT WORK EFFECTIVELY & SUSTAINABLY FOR PEOPLE AROUND THE GLOBE.

EVERYONE IN PROVIDING RELIEF



**EMERGENCY RESPONSE  
(EMERGENCY)**

ADRA responds to emergencies and disasters, providing life-saving assistance such as food, shelter, and medical care



**HEALTHIER COMMUNITIES (HEALTH)**

ADRA supports healthcare programs, including nutrition and sanitation, to improve the health and well-being of communities



**ADDRESSING POVERTY  
(LIVELIHOODS)**

ADRA works to empower communities by promoting sustainable livelihoods, providing training and education, and supporting small business development



**EMPOWERING EDUCATION (EDUCATION)**

ADRA believes in the transformative power of education and works to provide access to quality education to marginalized communities, including children affected by conflict or natural disasters





“

HE HAS SHOWN YOU, O MAN,  
WHAT IS GOOD; AND WHAT  
DOES THE LORD REQUIRE OF  
YOU **BUT TO DO JUSTLY, TO  
LOVE MERCY**, AND TO WALK  
HUMBLY WITH YOUR GOD?

Micah 6:8 (NKJV)



# OUR IMPACT AREAS

Afghanistan	Colombia	Hungary	Namibia	South Africa
Albania	Costa Rica	India	Nepal	South Korea
Argentina	Croatia	Indonesia	Netherlands	South Sudan
Armenia	Curacao	Iraq	New Zealand	Spain
Aruba	Czech Republic	Italy	Niger	Sri Lanka
Australia	Democratic Republic of Congo	Jamaica	North Macedonia	Saint Vincent and the Grenadines
Austria	Denmark	Japan	Norway	Sudan
Azerbaijan	Dominican Republic	Kazakhstan	Pakistan	Sweden
Bahamas	East Timor	Kenya	Papua New Guinea	Switzerland
Bangladesh	Ecuador	Kyrgyzstan	Paraguay	Syria
Belarus	El Salvador	Laos	Peru	Tanzania
Belgium	Eswatini	Lebanon	Philippines	Thailand
Bonaire	Ethiopia	Lesotho	Poland	Togo
Bosnia-Herzegovina	Fiji	Luxembourg	Portugal	Uganda
Brazil	Finland	Madagascar	Puerto Rico	Ukraine
Bulgaria	France	Malawi	Romania	United Kingdom
Burkina Faso	Gambia	Mali	Russia	Uruguay
Cambodia	Georgia	Mauritania	Rwanda	Vanuatu
Cameroon	Germany	Mexico	Samoa	Venezuela
Canada	Ghana	Moldova	Serbia	Vietnam
Caribbean Union	Greece	Mongolia	Slovakia	Yemen
Chad	Haiti	Montenegro	Slovenia	Zambia
Chile	Honduras	Mozambique	Solomon Islands	Zimbabwe
China		Myanmar	Somalia	





# LIST OF ACRONYMS

<b>ADCOM</b> Administrative Committee	<b>CFGB</b> Canadian Foodgrains Bank	<b>DEV</b> Development	<b>DPD</b> Deputy Program Director	<b>EM</b> Emergency Management	<b>FY</b> Fiscal Year	<b>HR</b> Human Resources	<b>ICVA</b> International Council of Voluntary Agencies	<b>IDI</b> Independent Duty Imposition	<b>IP</b> Intellectual Property
<b>IT</b> Information Technology	<b>KPI</b> Key Performance Indicator	<b>MEAL</b> Monitoring, Evaluation, Accountability, and Learning	<b>OKR</b> Objectives and Key Results	<b>ORG</b> Organization	<b>REP</b> Representative	<b>SDA Church</b> Seventh-day Adventist Church	<b>SWOT</b> Strengths, Weaknesses, Opportunities, and Threats	<b>TLL</b> Teaching and Learning Leader	<b>TOR</b> Terms of Reference



**IMPROVE HR & ORG STRUCTURE  
IN ORDER TO CONTINUE TO MAKE  
ADRA AN EMPLOYER OF CHOICE  
AND MAKE ADRA MORE EFFICIENT**

**OBJECTIVE**



OKR1

**FORMALIZE A PLAN  
FOR CAREER PATH  
DEVELOPMENT**

- 1.1 Identify and Assign mentors/mentees
- 1.2 Ensure staff are aware of the career progression options available
- 1.3 Formal succession planning with staff position prospects
- 1.4 Staff identified and trained to fill roles suddenly
- 1.5 Lateral moves between departments



OKR2

**ATTRACT &  
RETAIN TALENT  
(EMPLOYER  
OF CHOICE)**

- 2.1 Employee recognition plan
- 2.2 Flexibility of work arrangement
- 2.3 Incentives and additional motivations
- 2.4 Observe external incentives for staff motivation and acknowledgement
- 2.5 Some experiential rewards by ADRA Canada, for instance, Org sponsored events, tickets to shows, team building activities, etc.



OKR3

**INCREASE  
INCLUSION &  
EQUALITY**

- 3.1 Be intentional about including international staff in office culture
- 3.2 Be intentional to properly welcome and integrate new immigrated staff, including: access to networking opportunities and cultural orientation

OKR4

**REVISE ADRA  
CANADA'S ORG**

- 4.1 Structure to support the strategic plan





**KPIs** | OKR1

- 1 Career path options developed by ADRA C HR and Castle HR and shared with Supervisors
- 2 Include questions on mentorship and career path options in bamboo and pulse check
- 3 Supervisors to discuss career progression options as part of their performance review process
- 4 Identify succession candidates
- 5 Identify critical roles requiring cross training
- 6 Identify candidates for cross training and conduct cross training for these roles

**KPIs** | OKR2

- 1 Identify what ADRA C wants to recognize (cultural values demonstrated, outcomes/KPIs achieved, tenure, satisfactory performance evaluation) and how often (annual, monthly, one on ones and/or spontaneous)
- 2 Develop a Nomination Form that allows employees to recognize each other for positive behaviors and great work “every day and in the moment.”
- 3 Identify incentives i.e. 4 day work week, extra time off for restoration by closing for an additional day on long weekends, 6 times a year, additional paid vacation or wellness days, merit increases, experiential rewards
- 4 Develop a budget
- 5 Develop talent acquisition guideline in partnership with Castle HR
- 6 Hybrid and Flexible work arrangement guidelines drafted and approved by ADCOM/ Board and communicated to staff and Supervisors
- 7 Improve Orientation and onboarding Experience

**KPIs** | OKR3

- 1 Engage consultant to conduct IDI and corresponding workshops to improve intercultural competence
- 2 Conduct RECONNECTS event
- 3 Welcome meals/packages organized for new immigrants
- 4 Care packages to remote workers

**KPIs** | OKR4

- 1 Adjust Finance Dept to adequately support: Corp Finance, Global Program Finance and IT



**ACTION STEPS**



## STRENGTHEN CAPACITY OF OUR INTERNATIONAL PARTNERS AND ADRA CANADA RESULTING IN HIGHER QUALITY PROGRAMMING

OBJECTIVE

2



OKR1

### INTENTIONALLY BUDGET FOR CAPACITY BUILDING FOR IMPLEMENTING PARTNERS

- 1.1 Dissemination meetings to help standardize programming/quality for our partners by sector or donor
- 1.2 Focused on needs coming from the IPs/ Regional Offices



# STRENGTHEN CAPACITY OF OUR



OKR2

## INTENTIONALLY BUDGET FOR CAPACITY BUILDING OF ADRA CANADA'S STAFF

- 2.1 MEA (Monitoring, Evaluation, and Accountability)

OKR3

## HIRE NEW EXPERTS IN-HOUSE FOR TARGETED AREAS

- 3.1 Environment/climate change
- 3.2 MEAL (Monitoring, Evaluation, Accountability, and Learning)

OKR4

## PROGRAMMATIC PRIORITIES

- 4.1 Gender
- 4.2 Environmental stewardship /climate change
- 4.3 Emergency/development programming based on donor priorities matched with IP strengths



KPIs | OKR1

EMERGENCY MANAGEMENT

- 1 Develop a package on startup workshops and proposal writing for new and existing IPs
- 2 Facilitate meetings for the purpose of learning together and sharing best practices
- 3 Conduct capacity assessment to determine the needs
- 4 Coordinate with regional offices to identify needs and map resources
- 5 **Review capacity gaps**
- 6 Coordinate with other ADRA offices, networks and TLLs for ADRA Canada staff capacity building
- 6 Recruit a MEAL Manager
- 7 Provide funding and tools for innovation and documentation

KPIs | OKR2

DEVELOPMENT PROGRAMS

- 1 **IP Capacity Building (Topics based on field monitoring trips/ internal discussions/donors)**
- 2 Leadership/Management
- 3 Environment & Climate
- 4 IP-specific capacity building based on survey- form a committee including Ips by March 2024 \$15K per office
- 5 Gender Transformative Programming
- 6 Gender Audit/SWOT analysis for all new partners/projects
- 7 Gender capacity building roadmap standardized for all projects
- 8 High-quality gender analysis at proposal stage
- \*Survey to map capacity needs*
- 9 **Supervisors discuss capacity building needs/goals with staff as part of their regular performance review**
- 10 Based on discussions above, Supervisors set a new capacity building goal in Bamboo for each of their staff members for the next fiscal year by the end of July 2023

- 11 Staff to submit their capacity building request in writing to their Supervisor, including details such as type of training, duration, cost etc
- 12 **Hire New Experts in-house for targeted areas**
- 13 Draft TOR/Job Description for Climate Resilience and Food Security Specialist (part time)
- 14 Review and approval of the TOR/ Job Description by DPD and HR
- 15 Submit TOR/Job Description along with the corresponding project budget for CFGB's review and approval
- 16 Post job opening via HR
- 17 Shortlist potential candidates for interviews
- 18 Conduct interviews and choose the most appropriate candidate
- 19 Complete the hiring processes by contracting
- 20 **Climate Resilience Specialist**
- 21 Draft TOR/Job Description for Environment and Climate Resilience Specialist (full-time)

- 22 Review and approval of the TOR/Job Description by DPD and HR
- 23 Post job opening via HR
- 24 Shortlist potential candidates for interviews
- 25 Conduct interviews and choose the most appropriate candidate
- 26 Complete the hiring process by contracting
- 27 **Draft TOR/Job Description for Business Development "Person" (full-time)**
- 28 Review and approval of the TOR/Job Description by DPD and HR
- 29 Post job opening via HR
- 30 Shortlist potential candidates for interviews
- 31 Conduct interviews and choose the most appropriate candidate
- 32 Complete the hiring processes by contracting

KPIs | OKR3

PROGRAMMATIC PRIORITIES

- 1 **Design and implement more gender-transformative programming**
- 2 Review gender vision, and update as necessary
- 3 Review and update Gender Action Plan
- 4 Develop and implement action plan based on internal gender audit
  - Develop TOR for gender audit
  - Review TOR for gender audit
  - Finalize TOR
  - Conduct gender audit
  - Agree on action plan based on gender audit results
- 5 **Environmental Stewardship and Climate Change**
- 6 Develop, adopt, and disseminate Environment and Climate Change Policy and Strategy
- 7 Programs should integrate Climate Change Adaptation and Mitigation components focusing on nature-based solutions
- 8 Integrate the Carbon Calculator at operational and project levels, where appropriate
- 9 Establish a system to report the impacts of programs on the climate and environment, including results against ICVA Environmental and Climate Charter commitments
- 10 **Design and Implement emergency and development programming based on donor priorities and community needs, with more nexus lenses**
- 11 Work with EM in developing a stronger connection/ integration of EM and Development programming
- 12 Identify priority countries (or countries where ADRA Canada is well positioned to obtain funding) for DEV, EM, or both, and pursue funding accordingly



ACTION STEPS



**ENHANCE THE NATIONAL PROGRAM  
TO MAKE ADRA MORE RELEVANT  
TO OUR ADVENTIST MEMBERSHIP  
AND MAKE THE CHURCHES MORE  
RELEVANT TO THEIR COMMUNITIES**

**OBJECTIVE**

**3**



OKR1

**REVISE NAD  
WORKING POLICY  
UNDER SECTION  
H A 16 TO REFLECT  
ADRA CANADA AS  
THE HUMANITARIAN  
PARENT(ING) BODY  
WITH SDACC**



OKR2

**STRENGTHEN THE NATIONAL PROGRAM WHILE BEING SUPPORTIVE OF EACH CONFERENCE'S CONTEXT, INCLUDING:**

- 2.1 Emergency Response
- 2.2 Refugee and New Immigrant Program
- 2.3 Indigenous Program
- 2.4 Domestic Connections Program

OKR3

**HAVE 100% DEDICATED ADRA REP IN EACH CONFERENCE OFFICE, COST SHARED**



OKR4

**EXPLORE AN ADRA COMPASSION CENTER PROGRAM IN CANADA, INCLUDING A LARGE NATIONAL PROGRAM INITIATIVE**

OKR5

**ESTABLISH AN ADRA VOLUNTEER MANAGEMENT SYSTEM**





**KPIs** | OKR1

- 1 Develop working policy change documentation

**KPIs** | OKR2

- 1 Advocacy at the municipal, provincial and federal levels to promote long-term emergency preparedness and response cooperation, including funding and other forms of resourcing. Identify specific areas of focus in the refugee scenario where ADRA can achieve maximum leverage
- 2 Alliance building across the country, beginning with existing relationships in AB (MANS), BC (Camp Hope), QC (Indigenous Ministries), and ON (Sioux Lookout)
- 3 Establish institutional connections with Adventist schools, particularly high schools and Burman University

**KPIs** | OKR3

- 1 50% cost share in each conference, full-time ADRA employee, structured reporting relationship

**KPIs** | OKR4

- 1 Begin assessment work on compassion centre in cooperation with conferences (Man-Sask initially)

**KPIs** | OKR5

- 1 Volunteer Management System to be actively grown by ADRA representatives in each conference territory. Talent inventory designed to establish on a dynamic basis ADRA's capacity (standing and emergency) in each region



**ACTION STEPS**



**INCREASE AND/OR DIVERSIFY ADRA'S  
FUNDING WITH AN EMPHASIS ON  
UNRESTRICTED FUNDING IN ORDER  
TO HAVE MORE AUTONOMY IN ADRA  
INITIATIVES AND HELP MORE PEOPLE**

**OBJECTIVE**

**4**



OKR1

**PRIVATE-SECTOR PARTNERSHIPS AND  
FUNDRAISING STRATEGY**

## **CONSOLIDATE A PROPER AND CLEAR PHILANTHROPIC STRUCTURE AND PIPELINE**

- 1.1 Implement the PG Growth Report and plans for PhilM
- 1.2 Establish a fundraising committee with representatives from each province to oversee fundraising plans and constituency engagement
- 1.3 Develop and execute an annual giving plan to increase participation and long-term financial growth from loyal supporters and prospective and lapsed donors
- 1.4 Ensure appropriate stewardship and recognition of donors and supporters through managing, planning, and executing donors' and volunteers' recognition in a timely matter
- 1.5 Create and implement short, intermediate and long-term individual mid-level (\$4,999-\$19,999), major (\$20,000-49,999) and lead (\$50,000 – X) gift major donor strategies. Track and report relationship management activity, including identification, qualification, cultivation, solicitation and stewardship of prospective and current mid-level, major and lead donors
- 1.6 Develop and implement plans for securing major gifts and deferred gifts (planned giving) from donors through estate planning, trust and other types of gifts
- 1.7 Work closely with the conference officers for Planned giving and trust services



OKR2

**DEVELOP AND IMPLEMENT A NATIONAL AMBASSADOR STRUCTURE AND GATHERINGS FOR PHILANTHROPIC AND MARKETING OBJECTIVES AND CULTIVATION OF LOYAL SUPPORTERS AND PROSPECTIVE AND LAPSED DONORS**

- 2.1 Establish an ambassador committee with representatives and leaders for each province to oversee the ambassador program and constituency engagement
- 2.2 In the next three years, develop an annual gathering of ambassadors at each conference of the SDA Church in Canada
- 2.3 Develop a strategy and resources for having regional ambassador representatives visit at least once a month one church of each province and promote events in their regions to:
  - Bring awareness of ADRA projects
  - Give people the opportunity to enroll in ADRA communication outlets and social media
  - Pledge to give financial resources in a recurring matter
  - Encourage legacy gifts for long-term impact
  - Encourage all board members and staff to be monthly contributors





OKR3

**IMPLEMENT A SOCIAL ENTERPRISE IN THE NEXT THREE YEARS AND PREPARE FOR EXPANDING SUCH ACTIVITIES. IN THE LONG TERM, DEVELOP SOCIAL ENTERPRISES IN THREE DIFFERENT CATEGORIES IN RELATIONSHIP TO ADRA'S MISSION:**

- 3.1 A social enterprise that contributes directly to achieving ADRA's mission
- 3.2 A social enterprise that complements or supports ADRA's mission
- 3.3 A social enterprise unrelated to ADRA's mission (with primarily financial goals)



OKR4

**DEVELOP STRATEGIES FOR PARTNERSHIP AND FUNDRAISING WITH CORPORATIONS, FOUNDATIONS, AND OTHER RELIGIONS, SUCH AS ISLAM, JUDAISM, HINDUISM, SIKHISM, TAOISM, BUDDHISM, ETC**

OKR5

**PUBLIC-SECTOR PARTNERSHIPS AND FUNDRAISING STRATEGY**



KPIs | OKR1

1 Strategic Planning

Develop a comprehensive fundraising strategy that outlines targeted approaches for donor acquisition, retention, and expansion

2 Annual Campaigns

Launch high-impact annual fundraising campaigns aligned with ADRA Canada's mission and showcasing tangible results

3 Data-Driven Analysis

Regularly analyze donor data to identify trends, opportunities, and areas for improvement in fundraising efforts

4 Continuous Improvement

Continuously iterate on fundraising strategies based on data insights, industry best practices, and donor feedback

5 Segmented Outreach

Develop personalized campaigns for specific donor segments to attract new supporters

6 Referral Programs

Encourage current donors to refer new supporters, offering incentives for successful referrals

7 Partnerships

Collaborate with organizations, influencers, or businesses to expand reach and acquire new donors

8 Engagement Strategy

Implement a tailored engagement plan for first-time donors, involving regular updates and personalized communication

9 Welcome and Thank-You

Send personalized welcome messages and thank-you notes to express gratitude and establish a connection

10 Impact Stories

Share stories of how first-time donors' contributions have made a difference in ADRA Canada's projects

11 Monthly Giving Awareness

Promote the benefits of monthly giving through targeted campaigns and communications

12 User-Friendly Sign-Up

Simplify the process of becoming a recurring donor with an easy-to-use online platform

13 Exclusive Content

Provide recurring donors with exclusive content, updates, and behind-the-scenes insights

14 Segmented Communication

Develop personalized communication strategies for different donor tiers, emphasizing their unique impact

15 Quarterly Updates

Send regular updates on projects, achievements, and upcoming initiatives to maintain engagement

16 Personalized Engagement

Provide personalized interactions, such as phone calls or meetings, to nurture and deepen relationships

17 Legacy Awareness

Launch educational campaigns about legacy giving, highlighting the lasting impact of legacy gifts

18 Collaboration with Advisors

Partner with legal and financial advisors to offer guidance on legacy giving options

19 Recognition and Celebration

Recognize and celebrate legacy gift donors, inspiring others to consider similar commitments

20 Committee Formation

Identify and invite individuals passionate about ADRA Canada's mission and who possess fundraising expertise

21 Roles and Responsibilities

Define roles, responsibilities, and objectives for committee members

22 Regular Meetings

Schedule regular meetings to discuss fundraising strategies, progress, and upcoming initiatives

*By implementing these KPIs and the associated actions, ADRA Canada can work towards achieving its overarching goal of 10% yearly growth in overall giving while enhancing donor engagement, retention, and expansion*

KPIs | OKR2

1 Ambassador Search

Identify potential candidates with a strong commitment to ADRA Canada's mission and a wide network

2 Engagement Events

Host events or webinars to educate potential ambassadors about ADRA Canada's work and the ambassador role

3 Training and Support

Provide training and resources to ambassadors to equip them for effective representation and engagement

4 Church Partnership Program

Develop a structured program to partner with churches and facilitate engagement opportunities

5 Engagement Teams

Form teams to visit churches, share ADRA Canada's impact, and invite them to support the organization's work

6 Local Events

Participate in local community events, workshops, or fairs to raise awareness and connect with churches

7 Internal Campaigns

Launch campaigns that emphasize the importance of internal support and highlight the impact of monthly donations

8 Education and Awareness

Provide presentations or workshops explaining the significance of monthly giving and its direct impact

9 Convenience and Benefits

Showcase the convenience of automated monthly donations and offer incentives for participation

*By implementing these KPIs and the associated actions, ADRA Canada can enhance its ambassadorship efforts, strengthen its relationship with churches, and foster internal engagement among board members and staff, leading to increased donor support and greater overall impact*



ACTION STEPS



**CLARIFY & COMMUNICATE ADRA  
CANADA'S DISTINCT VISION,  
VALUES, AND BRAND IN ORDER  
TO INCREASE ADRA'S VISIBILITY,  
FOCUS ADRA'S ADVOCACY, AND  
INCREASE STAFF OWNERSHIP**

**OBJECTIVE**

**5**



OKR1

## **CLARIFY**

- 1.1 General branding direction/ ideas (clarify who we are):
- 1.2 Capitalize on what we are already known for
- 1.3 "Where angels dare not tread", "We go where no one else goes," "We help where help is most needed," "On the front lines"
- 1.4 Emphasize ADRA's broad reach: ADRA is everywhere
- 1.5 Faith-based
- 1.6 Localization based on the decentralized ADRA network where each office is independent
- 1.7 Establish branding based on general direction (above)

OKR2

## **COMMUNICATE**

- 1.1 Develop a branding campaign

OKR3

## **ADVOCACY**

- 1.1 Develop an advocacy plan





## KPIs | OKR1

- 1 Branding Awareness Campaigns done throughout Annual Giving for the duration of FY 22-23
- 2 **Brand Assessment**  
Conduct a thorough analysis of ADRA Canada's current brand identity, perception, and strengths in June 2024
- 3 **Brand Strategy Development**  
Develop a comprehensive brand strategy that aligns with ADRA Canada's mission, values, and goals beside the greater network, showcasing International and National Programming
- 4 **Visual Identity Alignment**  
Align all of the organization's visual elements, including logo, color palette, and typography, to reflect the new brand strategy
- 5 **Launch Campaign**  
Create a multi-channel branding campaign that introduces the new brand identity to stakeholders, donors, and the general public

## 6 **Consistent Messaging**

Ensure consistent messaging across all communication channels to reinforce the new brand image

## 7 **Engagement Events**

Host events or webinars to explain the rationale behind the rebranding and the positive impact it will have on ADRA Canada's work

## 8 **Annual Brand Audit**

Conduct an annual assessment of the brand's effectiveness, taking into account stakeholder feedback and brand performance metrics

## 9 **Iterative Refinement**

Based on the audit results, refine the brand strategy and visual elements to ensure they remain relevant and impactful

## 10 **Stakeholder Analysis**

Identify key stakeholders, including donors, partners, beneficiaries, and the general public, and understand their communication preferences

## 11 **Message Mapping**

Develop a comprehensive messaging framework that aligns with ADRA Canada's mission and resonates with different stakeholder groups

## 12 **Channel Strategy**

Create a communication channel strategy that optimizes the use of digital platforms, social media, newsletters, press releases, and other relevant mediums

## 13 **Role Definition**

Clearly define the responsibilities and objectives of the advocacy specialist role within ADRA Canada's organizational structure

## 15 **Recruitment and Training**

Recruit an experienced advocacy professional and provide necessary training on ADRA Canada's mission, advocacy goals, and strategies

## 16 **Policy Analysis**

Conduct a comprehensive analysis of policies and issues relevant to ADRA Canada's areas of operation

## 17 **Strategic Partnerships**

Collaborate with like-minded organizations, coalitions, and networks to amplify advocacy efforts and share resources

## 18 **Campaign Development**

Develop targeted advocacy campaigns focused on raising awareness, influencing policy change, and promoting positive impact



## ACTION STEPS





ADRA

*Justice.  
Compassion  
Love*

Adventist Development & Relief Agency  
Agence de développement et de secours adventiste

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