



The Leprosy Mission Australia Strategic Plan 2020-2024



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Vision

Leprosy Defeated, Lives Transformed.

Mission

Following Jesus Christ, The Leprosy Mission seeks to bring about transformation; breaking the chains of leprosy, empowering people to attain healing, dignity and life in all its fullness.

Strategic Aims

Over the next five years The Leprosy Mission Australia will focus on the following Strategic Aims in order to deliver our strategic intent.

Strategic Aim 1: Being Christ-centred

The Leprosy Mission Australia is driven to support God's desire for people to enjoy fullness of life in God's presence. The Leprosy Mission Australia will demonstrate Christ-centred action and communication in all its activities; particularly in the following ways:

- Actively nurturing a culture which pursues being Christ-centred in all our work
- Ensuring our communications (including fundraising) are Christ-centred
 - Supporters can identify that we are Christ-centred
 - All communications adhere to widely accepted Christian values
- Prayer is a fundamental part of all activities of The Leprosy Mission Australia

Strategic Aim 2: Partnering for impact

The Leprosy Mission Australia will develop partnerships in Australia and overseas that contribute towards the Triple Zero strategic goals adopted by The Leprosy Mission (TLM) Global Fellowship (Towards Zero Leprosy Transmission by 2035, Towards Zero Leprosy Disability, Towards Zero Leprosy Discrimination), in the following ways:

- Building dynamic and effective overseas programs
- Strengthening relationships within the Global Fellowship
- Connecting with a network of Australian supporters including Government, Corporate and other private sector groups

Strategic Aim 3: Financing The Leprosy Mission Australia

The Leprosy Mission Australia will generate abundant and sustainable finances to facilitate programs and empower our implementing partners to deliver the global Triple Zero strategy through:

- Investing in meaningful engagement with Australians, through fundraising and merchandise activities
- Achieving a strong return on investment (ROI)

Strategic Aim 4: Advocating for and with people affected by leprosy

The Leprosy Mission Australia will ensure that the voices of people affected by leprosy are heard and listened to in Australia and will reinforce the advocacy activities of implementing partners, in the following ways:

- Increasing public awareness in Australia that leprosy still exists, and explaining its causes and consequences for people affected
- Focusing on the Triple Zero strategy
- Advocating to increase the voices of those affected by leprosy, both in Australia and in implementing partner countries

Strategic Aim 5: Enabling The Leprosy Mission Australia

The Leprosy Mission Australia invests in developing the skills, resources and environment to empower its people to work towards the Triple Zero strategic goals, through:

- Investing in and developing The Leprosy Mission Australia staff, Board and volunteers
- Creating an enabling environment within The Leprosy Mission Australia for effective implementation of policies, processes and procedures

Outcomes

Impact	Indicator
1.1 A Christ-centred Culture.	
1.1.1 The Leprosy Mission Australia has a commitment to ongoing thinking about how our lives are acts of worship. We are living out Jesus' commands and commission as an organisation	<ul style="list-style-type: none"> • Theologically focused keynote at Annual Conference • Staff are actively participating in daily devotions • Supply chain checks are maintained to the highest standard for all departments
1.1.2 Supporters and participants are seen as the image bearers of God	<ul style="list-style-type: none"> • People are spoken to, spoken about and treated with respect • People are seen as worthy of dignity, regardless of their background, gender, religion or contribution
1.1.3 Prayer is a fundamental part of all activities of The Leprosy Mission Australia	<ul style="list-style-type: none"> • Staff pray together in a variety of ways • Meetings include prayer • Supporters and participants and partners are prayed for
1.2 Our communications are Christ-centred.	
1.2.1 We speak about Jesus as a motivating factor in what we do	<ul style="list-style-type: none"> • All supporters are aware through reading our communications that we follow Jesus • Both positive and negative feedback from supporters will demonstrate The Leprosy Mission Australia's Christ-centredness and an outworking of our values
1.2.2 Centring Christ in communications <i>Gospel focus - teaching, Justice and Compassion</i>	<ul style="list-style-type: none"> • We have specific messaging that speaks to churches (WLS mail-out, church resources) • Volunteers and staff do at least 50 events at churches in a year collectively • We tell stories about people whose lives have been transformed by the gospel
2.1 Dynamic and effective overseas programs which tangibly contribute towards the Triple Zero strategy	
2.1.1 All programs supported by The Leprosy Mission Australia contribute towards zero leprosy transmission by 2035	Within programs which we support, leprosy is found early and treated well: <ul style="list-style-type: none"> • Grade 2 disability in fewer than 5% of newly diagnosed cases of leprosy • Treatment completion rates greater than 90% • Contact tracing rate of greater than 80% • Decreasing proportion of child cases among total new cases
2.1.2 The Leprosy Mission Australia supports programs that contribute towards zero leprosy disability	Within programs which we support: <ul style="list-style-type: none"> • Zero grade 2 disability in children newly diagnosed • Greater than 80% of clients reporting that they have timely/quality access to treatment
2.1.3 The Leprosy Mission Australia supports programs that contribute towards zero leprosy discrimination	Within programs which we support: <ul style="list-style-type: none"> • End-term evaluations find that successful advocacy activities have taken place • End-term evaluations find an increase in the inclusion of people affected by leprosy into communities
2.2 Strengthened relationships with implementing partners and increased capacity of The Leprosy Mission Australia as a supporting partner	
2.2.1 The Leprosy Mission Australia gives and invites feedback on its partnerships	<ul style="list-style-type: none"> • Partners provide feedback forms after every monitoring visit regarding value/support • Partners complete annual online questionnaire
2.2.2 The Leprosy Mission Australia seeks new relationships with partners where there are gaps in achieving our strategy	<ul style="list-style-type: none"> • At least one new partnership is established for leprosy research • At least one new partnership is established in a high leprosy endemic country with strong strategic alignment (e.g. Indonesia)
2.3 Building a thriving network of Australian supporters	
2.3.1 The Leprosy Mission Australia builds partnerships with Australians	<ul style="list-style-type: none"> • The number of churches giving increases by 5% per year • Average church gift increases by 50% over the five-year period • We reach 100 volunteers receiving the monthly volunteer letter • Number of prayer partners increases each year
3.1 Increased private revenue by at least 10% per annum and increased value per donor	
3.1.1 Integrated multi-channel campaigns (including direct mail appeals) motivate donations and sponsorships from current supporters, reactivate lapsed donors and inspire new donors	<ul style="list-style-type: none"> • At least 10% increase per annum in private revenue • \$5 million total revenue achieved by 2024 • Value per Donor increases across multi-year donors by 5% or more
3.1.2 Acquisition campaigns, through a variety of merchandise and non-merchandise channels, yield thousands of new supporters annually	<ul style="list-style-type: none"> • 15% growth in new supporters • At least 3,000 new supporters per year • At least one new channel is explored per year
3.1.3 Donor retention activities and 'thank you' processes maintain the active database of 14,000 financially engaged supporters annually and 18,800 active supporters over a 24-month timeframe	<ul style="list-style-type: none"> • 35% of new donors are retained • 83% of multi-year donors are retained
3.1.4 Focused reactivation communications reignite lapsed donor passion for the cause and those affected	<ul style="list-style-type: none"> • 50% of lapsed donors reactivated
3.1.5 Revamping and expanding regular giving options, and promoting them, increases donor's commitment to the cause, the country and those affected	<ul style="list-style-type: none"> • Maintain 2,000 active pledges by 2024 • Increase in regular giving • Number of sponsorship upgrades • Number of country sponsorships

Impact	Indicator
3.2 Strong ROI on fundraising activities, products and events to maximise effectiveness and enable greater yield to field.	
3.2.1 Income is derived from a number of different sources so The Leprosy Mission Australia is not dependent on any single type	<ul style="list-style-type: none"> 70% (minimum) private donation 15% (maximum) DFAT (ANCP) 10% (maximum) bequest and legacy 5% (minimum) from investment and merchandising sales activities
3.2.2 Fundraising Campaigns yield millions of dollars each year ensuring % spent on commercial activities and other expenditure is kept at under 15%	<ul style="list-style-type: none"> ROI on donations and fundraising is maintained at least \$5 (or more) for every \$1 spent
3.2.3 Merchandise goods are sourced with maximum return	<ul style="list-style-type: none"> Gross margin on goods is maintained at or above 50% across the range Increased profit margin on goods
4.1 Increased public awareness in Australia that leprosy still exists.	
4.1.1 Churches from all major denominations across Australia engage with The Leprosy Mission Australia promotions and hold events to raise awareness of leprosy	<ul style="list-style-type: none"> Increased number of churches engaged Target of 600 churches engaged per annum by 2024 Measuring the number of World Leprosy Sunday events with an aim of increasing them by 10% per annum Establish a baseline of leprosy awareness by 2021
4.1.2 Relevant government ministers and departments are aware of the plight of those affected by leprosy	<ul style="list-style-type: none"> Annual participation in at least one sector wide advocacy campaign Minister or Assistant Minister for International Development is petitioned by The Leprosy Mission Australia and its supporters
4.2 The voices of those affected by leprosy are increasingly heard in Australia	
4.2.1 The voices of people affected by leprosy are heard and listened to in Australia through Community Education, Advocacy and Awareness activities and public relations.	<ul style="list-style-type: none"> Increased media coverage of the cause and those affected Increased engagement on social media over campaign periods All World Leprosy Sunday campaigns have at least one person affected by leprosy as a speaker Establish a baseline of general public awareness by 2021 via a national consumer survey
4.2.2 Medical professionals are provided with a variety of ways to connect with people affected by leprosy	<ul style="list-style-type: none"> Number of health or medical sector-orientated communications Target at least one medical professional group per annum Number of medical professionals visiting overseas projects
4.3 The voices of those affected by leprosy are increasingly heard in implementing partner countries.	
4.3.1 The global advocacy campaign is supported by The Leprosy Mission Australia making representations to local organisations that reflect global activities	<ul style="list-style-type: none"> The Leprosy Mission Australia mirrors advocacy messages of The Leprosy Mission International, and other global leprosy partners
4.3.2 Implementing partners address issues of human rights for people affected by leprosy	<ul style="list-style-type: none"> The Leprosy Mission Australia mirrors advocacy messages of implementing partners
5.1 Investment in staff enables them to excel in their roles	
5.1.1 Emerging leaders and leaders at all levels are provided with development opportunities to lead an organisation that is 'fit for future'	<ul style="list-style-type: none"> Minimum of 80% of training needs identified in performance appraisals are achieved
5.1.2 Staff are engaged and have a strong sense of purpose aligning to vision, mission, values and strategy	<ul style="list-style-type: none"> Improved rating in annual staff survey against baseline survey early 2020
5.2 Volunteers, including Board members, are empowered to be effective and deliver results.	
5.2.1 Volunteers have a clear understanding of and connection to the impact of what they do	<ul style="list-style-type: none"> Improved rating in Volunteer Engagement survey against baseline survey end 2019 100 volunteers receive the volunteer newsletter by 2024 Minimum of five training interventions for Board members per annum
5.2.2 Volunteers have the opportunity to contribute to innovative ways of raising awareness and supporter numbers	<ul style="list-style-type: none"> Improved rating in Volunteer Engagement survey against baseline survey end 2019
5.3 A culture of collaboration is evident within The Leprosy Mission Australia, as well as with the Global Fellowship and with implementing partners.	
5.3.1 At all levels of operation, staff work together to achieve agreed goals	<ul style="list-style-type: none"> Improved rating in annual staff survey against baseline survey early 2020
5.3.2 Staff model The Leprosy Mission Australia values and recognise them in each other	<ul style="list-style-type: none"> Staff survey each year reflects that managers are living out our values Values are regularly spoken about A majority of staff engage with the Staff Values Recognition program
5.3.3 The Leprosy Mission Australia learns from and shares with other members of the Global Fellowship and participates wherever possible in corporate meetings	<ul style="list-style-type: none"> Staff will participate in all relevant membership meetings Members of The Leprosy Mission Australia maintain representation of more than 50% on Fellowship MAWGS CEO and Board Chair attend annual Members Meetings
5.4 The Leprosy Mission Australia will utilise technology and innovation to achieve its strategic goals.	
5.4.1 Technologies will be explored to enable effective collaboration and connection, setting The Leprosy Mission Australia up for growth	<ul style="list-style-type: none"> 80% of key business processes have automated technological systems
5.4.2 Innovation drives our continuous improvement, developing procedures and processes which reflect who we are	<ul style="list-style-type: none"> At least one new innovation is explored each year