



# *Strategic Plan*

2014-18



The Leprosy  
Mission  
New Zealand



A photograph of three women in a field. The woman in the foreground is smiling and wearing a green sari. The woman behind her is wearing a pink sari and a pink headscarf. A third woman is partially visible behind the first woman. The background is a lush green field with some trees in the distance.

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# A. *Executive Summary*



**Leprosy still exists**

**There is a cure**

**It can be ended in our lifetime**

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- Most New Zealanders are not aware that leprosy still exists, and that once detected it can be easily cured.
  - The Leprosy Mission New Zealand is part of a global organisation that is world-class in curing, caring for and restoring people with leprosy.
  - The three priorities of our Strategic Plan 2014-18 are;
    1. Engaging New Zealanders in ending leprosy and transforming lives.
    2. Supporting and resourcing field programmes that cure, care for and restore people with leprosy.
    3. Actively partnering with the Leprosy Mission Global Fellowship to end global leprosy.
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## B. Our Story, Vision, Mission and Values



### Our Story

- For over 100 years the Leprosy Mission New Zealand (LMNZ) has been **creating life-changing connections** between New Zealanders and people throughout the world affected by leprosy.
- We are dedicated to **curing, caring** for and **restoring** leprosy-affected people, families and communities.
- Over the last 25 years, **15 million people have been cured from leprosy**, but there are still 5 million people affected by leprosy today.
- LMNZ, in partnership with our supporters and the Leprosy Mission Global Fellowship and others, is dedicated to **ending leprosy and transforming lives**.
- As we commence our second century in 2013, we are committed to **the final push towards a world without leprosy**.

LMNZ is a member of the Leprosy Mission Global Fellowship, and we share the following Vision, Mission and Values:

### Vision

Leprosy Defeated, Lives Transformed

### Mission Statement

Following Jesus Christ, the Leprosy Mission strives to break the chains of leprosy, empowering people to attain healing, dignity and life in all its fullness.

### Our Values

Because we follow Jesus Christ, we value Compassion, Justice, Integrity, Inclusion and Humility.



## C. Our Guiding Principles

*(Our guiding principles will determine how we work)*



- Focused on **curing**, **caring** for and **restoring** people, families and communities affected by leprosy.
- Working alongside leprosy-affected people and communities, empowering them to live transformed lives.
- Committed to upholding and protecting the human rights of all people especially those affected by leprosy; restoring their dignity, opportunities and place in society.
- Acknowledging we are part of the greater body of Christ, working with the Church to fulfil its holistic mission.
- Engaging in a range of authentic, relevant and trusting partnerships that maximise impact for our partners and ourselves.
- Modelling, sharing and leading best practice as a trusted, Christian overseas aid and development organisation.
- Committed to innovation and creative thinking in our work in order to achieve our global vision.
- Connecting New Zealanders to the global cause of ending leprosy, especially in areas of greatest need.





## D. Strategic Priorities

(What we will do 2014-18)



1. Engage New Zealanders in ending leprosy and transforming lives.
2. Resource and support field programmes that cure, care for and restore people with leprosy.
3. Actively partner with the Leprosy Mission Global Fellowship to end global leprosy.





## *D. Strategic Priority 1*



### **Engage New Zealanders in ending leprosy and transforming lives.**

#### **1. Deliver outstanding supporter experiences**

- Develop intimate supporter (including Government) engagement, in order to achieve a lifetime of connection. Focus on thanking supporters and on connecting them with the work and people they are supporting.
- Grow awareness with target audiences that leprosy still exists, there is a cure, and it can be eradicated in our lifetime.

#### **2. Maintain and maximise income from existing supporters in order to end global leprosy**

- Maintain private non-bequest income from existing supporters through best practice fundraising development and execution.
- Focus on securing Bequest income.
- Ensure the strategic use of Government funding when this fits with LMNZ strategies.
- Regularly review the role of church relationships in order to achieve our goals.
- Achieve best practice supporter research and engagement.

#### **3. Grow new supporters and income streams in order to end global leprosy**

- Develop and implement a donor acquisition strategy, to include the families of current supporters, new migrants and the medical community.
- Develop partnerships with relevant businesses, professions, major donors, church communities, community groups, media and regional or global funding agencies to diversify income, and develop long-term partner engagement plans.

#### **4. Build an agile, resilient organisation that can deliver its strategic objectives**

- Seek to achieve an acceptable spread of risk (ie. income ratios, brand reputation, Govt grants).
- Develop options that provide us with new and additional income streams.



## D. Strategic Priority 2



### Resource and support field programmes that cure, care for and restore people with leprosy.

#### 1. Actively support Implementing Countries' strategies and programmes that *cure, care for and restore people with leprosy*.

- Model good Supporting Country (SC) engagement with Implementing Countries by: building trust, ensuring good practice, encouraging, motivating, advising, challenging and mutual learning (ie. being more than a funder).
- In conjunction with Implementing Country (IC) Partners, ensure sound community development principles are used to promote the empowerment of leprosy affected and other marginalised people.
- In conjunction with Implementing Country partners, support, strengthen and empower grass root leprosy organisations (HANDA, ENAPAL).
- Support centres of excellence in leprosy research and training, ensure leprosy skills are retained by the Global Fellowship.

#### 2. Ensure donor funds are effectively used and demonstrate impact.

- Engender joint accountability of donor funds by IC's and LMNZ.
- Undertaking and partnering in robust monitoring and evaluation of funded projects. Ensuring the results of such are implemented appropriately.
- Ensuring authentic, accurate and timely reporting back to donors.

#### 3. Maximise our ability to engage in leprosy related issues by building and sharing our knowledge.

- Develop a strong core leprosy/community development understanding across the organisation.
- Build strong connections with Global Fellowship and leprosy community world-wide.
- Position LMNZ with institutional donors as an organisation with strong skills and understanding of leprosy, neglected tropical diseases and community development.

#### 4. Regularly review our geographic footprint and strategic partnerships to achieve maximum impact.

- In conjunction with the Global Fellowship, regularly review our support in all countries to ensure that we are partnering where we can achieve maximum impact.
- Explore working in the Pacific and Indonesia in partnership and collaboration with other like-minded organisations.
- Consider closer arrangements (especially TLM Australia and other like-minded organisations).



## *D. Strategic Priority 3*



### **Actively partner with the Leprosy Mission Global Fellowship to end global leprosy.**

#### **1. Honour the Global Fellowship Charter in all our relationships.**

- Contribute to the enrichment of life of the Leprosy Mission Global Fellowship through prayer, reflection, engagement and positive, effective contributions to the organisation.
- Strengthen the unity of the Leprosy Mission Global Fellowship by supporting strategic priorities, and mutually ensuring accountability at all levels.
- Ensuring an open spirit in the exchange of ideas, working and learning through building consensus and demonstrating respect for a diverse range of cultures and contexts.
- Actively engage in Fellowship forums and groups (international board, member appointed working groups and other key groups).

#### **2. Engage with the Global Fellowship and positively contribute to the fulfilment of the global strategy.**

- Contribute our skills and expertise to support Fellowship Members and global strategic priorities.
- Leverage knowledge and experience from other Fellowship Members in order to improve our own effectiveness.
- Contribute to the building of a stronger, more resilient Global Fellowship.
- Develop Partnerships with Fellowship Members and affiliates (eg TLM Canada and ALM) which produce measurable results.





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