



# IT'S TIME TO MAKE LEPROSY A THING OF THE PAST

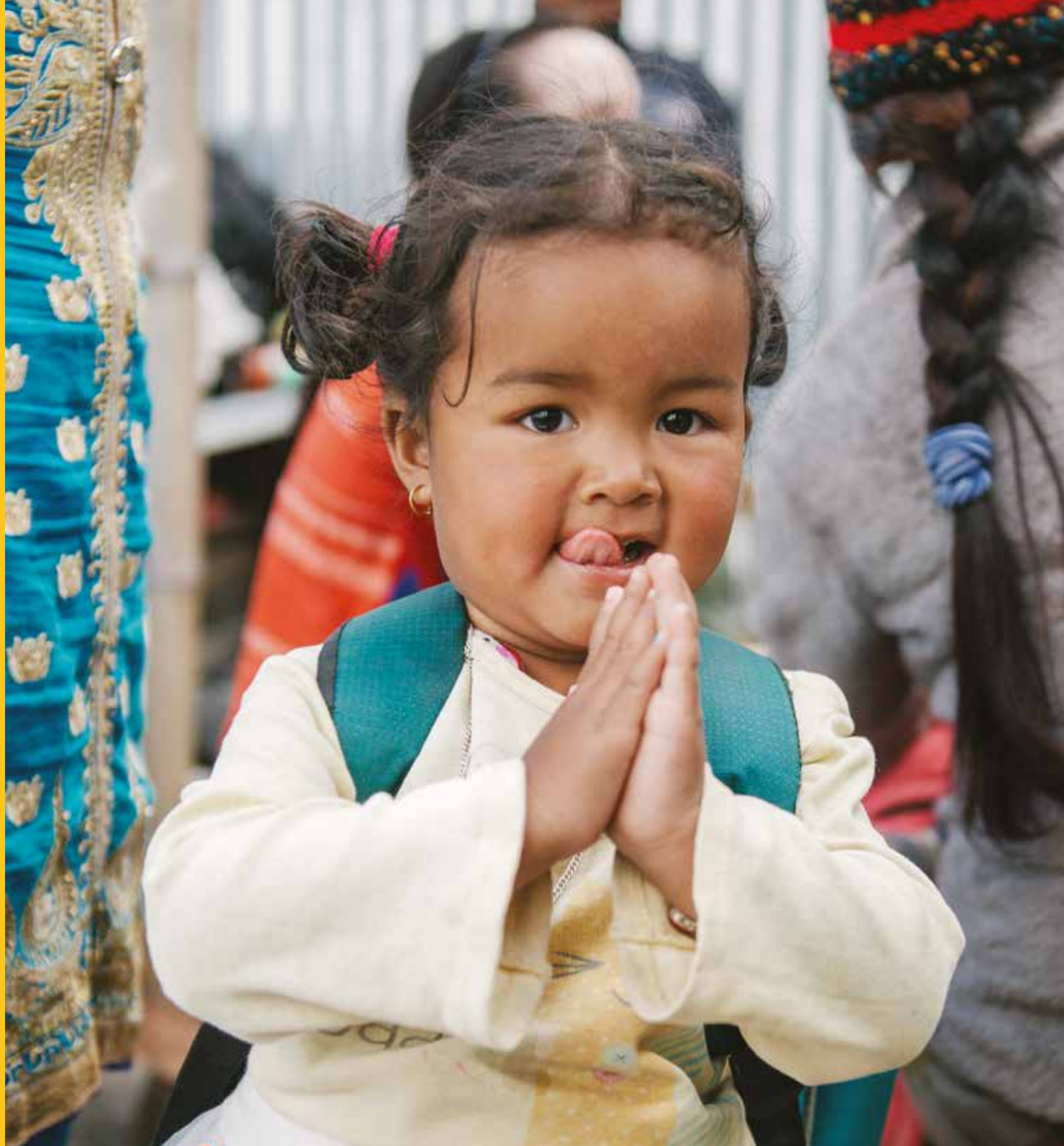
**STRATEGY FOR GROWTH:  
2021-2025**



The Leprosy  
Mission  
Northern Ireland

# CONTENTS

Executive Summary	3
Introduction	3
Who We Are	5
Vision, Mission and Values	6
Our Christian Identity	7
Global Context and Challenges	8
Local Context and Challenges	11
Strategic Aims and Priorities	13



# EXECUTIVE SUMMARY

Leprosy still exists.

It devastates the lives of people around the world.

However, there is a cure.

Inclusion is a right.

The Injustice of leprosy can be ended in our lifetime.

## INTRODUCTION

Leprosy can affect anyone regardless of age, gender, nationality, class or religion. However, its severest impact is on people who are marginalised or living in poverty, and it is these people, often stigmatized and left dealing with disability, that we most seek to serve.

Over 200,000 new cases of leprosy are diagnosed each year\*. **Every two minutes someone is diagnosed with leprosy and millions more go undiagnosed every year. 1 in 10 people diagnosed with leprosy is a child.**

Yet most people in Northern Ireland think leprosy is a thing of the past. They are not aware that leprosy still exists and once detected it can be cured.

\* New cases reported globally in 2019: 202, 162 (World Health Organisation)



“

**'I LOVE MY JOB! BECAUSE I AM WORKING I CAN MEET MY OWN NEEDS AND I CAN ALSO SUPPORT MY FAMILY'**

**BECAUSE OF GIFTS LEFT IN WILLS, SHUDEPTA\* HAS RECEIVED SUPPORT TO ATTEND A VOCATIONAL TRAINING COLLEGE AND HAS NOW GOT A JOB AS A TAILOR.**

\*Pseudonym used



# WHO WE ARE

For over 150 years The Leprosy Mission has been partnering with people to pray for and support people affected by leprosy.

The organisation was founded in 1874 by Wellesley Bailey, a young Irish man from Abbyleix Dublin, who saw the devastating effects of leprosy, for the first time when he was in India, and was appalled. Help for people with leprosy was unheard of at the time. Wellesley, and his wife Alice, upon their return to Ireland, were determined to do something about it.

**Over 5 million people in our world today are affected by leprosy.**

The development of the cure for leprosy with Multi-Drug Therapy (MDT) in the 1980's saw a rapid reduction of new cases of leprosy each year from a peak of more than 1 million to 250,000 by 2010. The number of new cases has plateaued since 2005 which indicates that there are many hidden cases and a huge reservoir of people at risk.

Despite a cure being available the effects of the disease can be long term, causing significant disabilities to the individual and widespread stigma and exclusion for those affected by this disease and their families.

**Leprosy is not simply an affliction from olden times; it is a 21st century disease, devastating the lives of people across the globe. It is an injustice.**

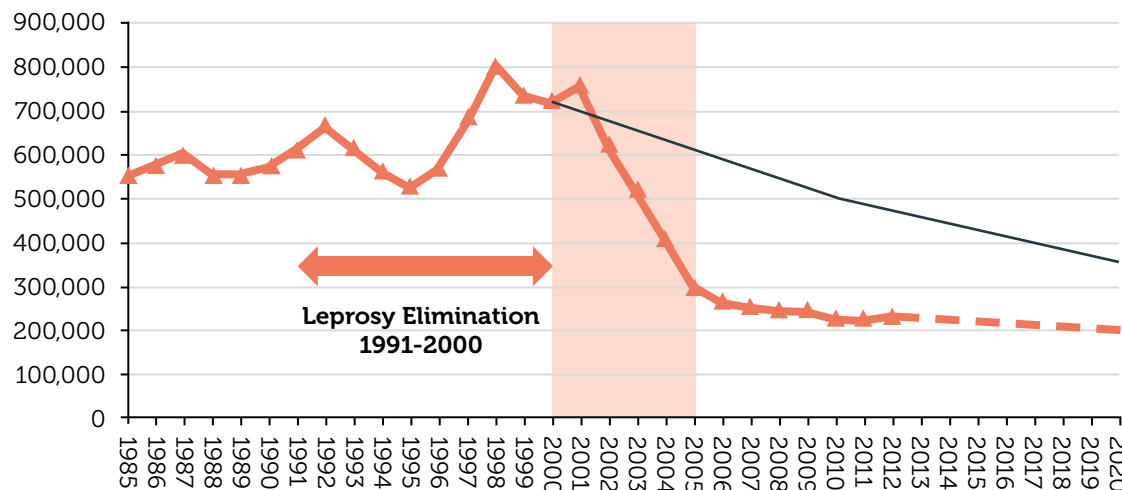


**We seek to do everything we can so that children can be born into a world without being at risk of leprosy because it is no longer being transmitted; anybody affected by leprosy can enjoy fullness of life; and there is inclusion, and not discrimination, for people affected by leprosy.**

The principle focus of the mission, to raise awareness and funds to support and develop programmes overseas, has not changed.

Following the example of our founders, we are committed to showing the love of Christ to those affected, and to defeating the power of leprosy. Our strategy and all our operational activities are centred on Christ.

## New Cases of Leprosy



# VISION, MISSION AND VALUES

The Leprosy Mission Northern Ireland (TLMNI) is part of The Leprosy Mission Global Fellowship (TLM GF), comprising members from 30 countries\*. Together, we are the largest player in the fight against leprosy and we share the following Vision, Mission and Values:

## VISION:

**Leprosy Defeated, Lives Transformed.**

## MISSION STATEMENT:

**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.**

## OUR VALUES:

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

We work with people of all faiths and none to bring about the defeat of leprosy and transformation in the lives of people affected, partnering with the local church and other stakeholders such as our valued supporters, and local, national and international governments.

The Leprosy Mission is dedicated to ending leprosy and transforming lives through curing, caring for and restoring leprosy-affected people, families and communities. We particularly seek to work in partnership with the local church as it fulfils its holistic mission.

We work in partnership with the communities that are affected by leprosy, giving them a voice so that what we do is always led by them.



\* as of 2020

# OUR CHRISTIAN IDENTITY

Our Christian identity is at our very core and inspires us in all we do. Our mission statement calls us to bring about transformation – and we seek to enable this through caring and promoting wellbeing for body, mind and spirit. Our approach to all people, especially those we work with, will be like Jesus – full of compassion and love, but also with a holy anger to injustice and oppression.

Jesus said in John 10:10, 'The thief comes only to steal and kill and destroy: I have come that they may have life and have it to the full' (NIV). Leprosy acts much like a thief, it steals, kills and destroys health, dignity, belonging and hope.

We believe that God is calling us to be His instrument in bringing new life to those affected by leprosy and to those at risk of being affected by the disease in years to come - to reclaim and take back that which the thief has stolen.

**Jesus cured leprosy in His lifetime, and we believe that we are called to end it in ours.**

“

**KAJARI'S\* LEPROSY WENT UNDIAGNOSED FOR 30 YEARS LEADING TO THE LOSS OF HER FINGERS AND SEVERE ULCERS ON HER FEET. DESPITE HER OBVIOUS HARDSHIPS, SHE LAUGHS A LOT AND ALWAYS TRIES TO SEE THE FUNNY SIDE OF A SITUATION.**

\*Pseudonym used



# GLOBAL CONTEXT AND CHALLENGES

Globally, we have an ambitious targeted goal of Zero Leprosy Transmission by 2035 which links with our two other focus areas, working towards Zero Leprosy Disability and Zero Leprosy Discrimination.

## ZERO LEPROSY TRANSMISSION

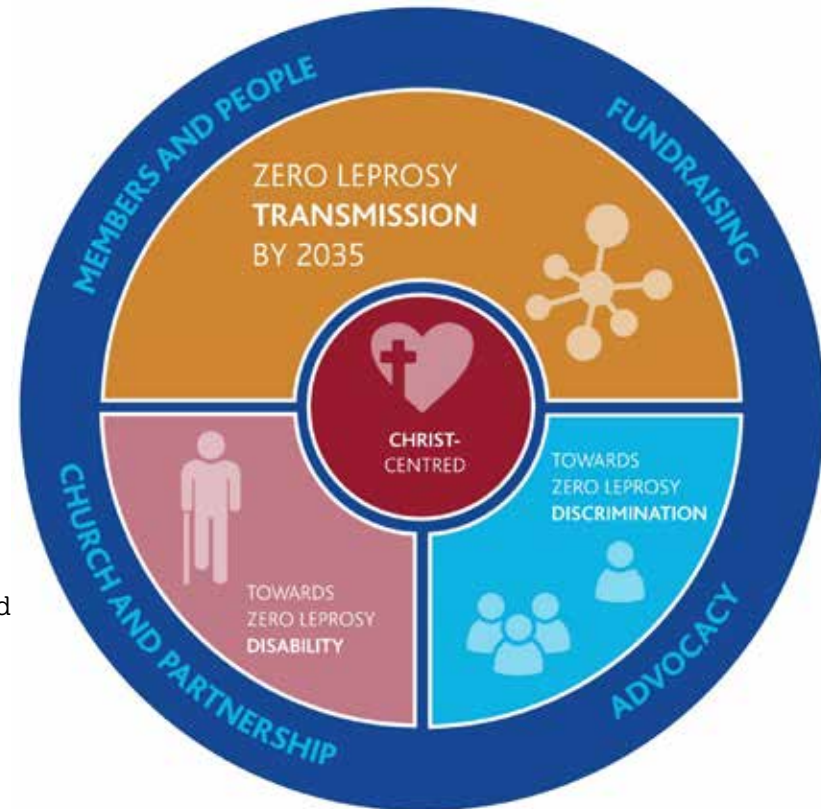
There are 704 districts, with high rates of leprosy prevalence, in 18 countries where The Leprosy Mission works.

To interrupt transmission, it is vital we target these areas and adopt an approach that combines multiple tactics. Local government ownership to detect and provide treatment is required to ensure the breadth of reach needed; we therefore prioritise providing technical support and identifying ways to promote health system integration where possible.

Globally, we have a leading role to play in tackling the decline of leprosy expertise and will identify ways to do this, including new

technology options for supporting primary and secondary healthcare workers.

The Leprosy Mission also has a strong record in leprosy research utilising field presence to develop, investigate and trial research innovations related to reducing transmission, early diagnosis, monitoring relapse, antimicrobial resistance and MDT reactions.



# ZERO LEPROSY DISABILITY

Disability is not an inevitable consequence of leprosy. However, people continue to be affected by it, often due to late diagnosis or treatment complications. Limited local government ownership of leprosy care, complications in care management and lack of disability services, coupled with declining leprosy expertise means that people are not getting the timely interventions they need. There is a lack of data on leprosy related disability within the leprosy sector. However we know that in recent years rehabilitation

has been neglected and there has always been inadequate attention to inner well-being issues.

Globally, we will continue to provide rehabilitation and well-being services into countries where the local governments need assistance. We will particularly focus on work at a community level to promote models of self-care that empower people to manage their impairments.

# ZERO LEPROSY DISCRIMINATION

38 countries still have legislation that discriminates against people affected by leprosy. People affected by leprosy are still routinely overlooked, ignored or prevented from a full participation in public, social, economic and cultural life. They also feel shame and isolate themselves due to self-stigma. Stigma and discrimination are key factors why those affected by leprosy do not seek out help.

Globally, we will support people affected by leprosy to challenge injustice and self-advocate for their rights and entitlements. Together we will target discriminatory law and official practice, while encouraging nation

states to uphold the relevant international treaties especially the UN Convention on the Rights of Persons with Disabilities and the UN Principles and Guidelines for the Elimination of Discrimination against Persons Affected by Leprosy and Their Family Members.

We know from what those affected by leprosy tell us that when they can bring resources into the household economy their standing in the family and wider community increases and their voice begins to be heard. We will promote opportunities to earn a sustainable living and we will work with communities to address the barriers that prevent this from happening.



**The 2030 Sustainable Development Goals (SDGs)** are the blueprint to achieve a better and more sustainable future for all. They offer an inclusive agenda and address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice with a commitment to leave no one behind. They endeavour to reach first those who are furthest behind. Those affected by leprosy often find themselves the most marginalised and vulnerable of all. We strongly support these goals: in particular the medical focus of our work is most closely linked to Goal 3, Target 3.3: 'By 2030, end the epidemics of Aids, tuberculosis, malaria, and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases.' Leprosy is a neglected tropical disease. Furthermore, the holistic nature of our work means our programmes link closely to 16 of the 17 SDGs.

We believe that the goals are an invaluable opportunity to work together for and with those who are marginalised, forgotten and in need. We recognise that leprosy affects women, men, girls and boys in different ways; for example, women are believed to be underdiagnosed compared to men. We are committed to investigating, understanding and responding to the gender dynamics of leprosy.

In partnership with others, we seek to address issues related to economic and social development, sustainable livelihoods, and the poor housing, unsafe water and limited access to health and education often faced by people affected by leprosy and their immediate communities. Water, sanitation and hygiene contribute greatly to better health and development and are important factors in reducing initial transmission, the incidence of leprosy and infections in leprosy related wounds.





# LOCAL CONTEXT AND CHALLENGES

The Leprosy Mission has a long history engaging with individuals and churches in Northern Ireland. We are thankful for those who have gone before us and for those who have faithfully, often sacrificially, supported the work of the Mission, in prayer and financial giving, over many years.

The key theme of our last strategy, 2017-2020, was 'fit for purpose'. Over the past 4 years, we have sought to build an agile and resilient organisation that effectively communicates and delivers our strategic objectives. This has involved a significant shift in how we work (internal - structures; systems; processes) and a re-focusing of what we do (external - communications; fundraising; engagement). There have been successes and much learning on the way. We believe that strong and deep foundations have now been built that demonstrate best practice in leadership and governance and, enables us to now build for growth as we seek to extend our reach and influence across Northern Ireland in order to engage and raise more support for those affected by leprosy.

Historically, most of TLMNI's support has come from the church. In general, church attendance is in decline, and many congregations have an

aging population. Churches, in general, have found the coronavirus pandemic particularly disruptive to 'normal' activities and this is likely to have an ongoing impact upon engagement levels and income. The profile of TLMNI is unknown outside of these circles and little within and this is a picture that we are committed to change if we are to successfully achieve our strategic goals.

In general, individuals remain very generous in Northern Ireland in their support to charities and this has been demonstrated through successful TLMNI appeals, with average gifts of over c.£45. However, with an aging donor base, increasing competition for donations and an increasing desire to support local (particularly as a result of high levels of community need in response to coronavirus) current giving levels cannot be taken for granted and new donors must be acquired and retained if we are to increase and leverage funds to enable the achievement of our long term global vision of Zero Transmission of Leprosy by 2035, Zero Disability and Zero Discrimination.

Our new strategy requires us to build upon the successes of the past and recreate aspects of our operations as we seek to extend reach and

increase support – finding new funding streams, new supporters, new church connections.

The task ahead of us is daunting, particularly in the context of COVID-19 and both its global and local impact. However, it is not insurmountable. We believe that God is calling us to grow (He will deliver new things into our hands) and to put the necessary structures and systems in place to enable and steward well that growth. Deep foundations that have been built releases us to seek out new opportunities, go to unfamiliar places and take calculated risks as we seek to engage with significantly more individuals, groups, churches and funding bodies to form partnerships that will enable us to connect with more people and raise significantly more funds to see the fulfilment of our vision.

**2020 may have seen many disruptions and unanticipated changes however, our vision and mission have not changed.**

Our call is clear, our passion and commitment are resolute. The way in which we deliver and achieve our goals will need to evolve with the ever-changing, more fluid context and the increasingly digital world which we now operate in but our target is still the same: **Leprosy Defeated, Lives Transformed!**



# STRATEGIC AIMS AND PRIORITIES

Globally, we have an ambitious targeted goal of Zero Leprosy Transmission by 2035 which links with our two other focus areas, working towards Zero Leprosy Disability and Zero Leprosy Discrimination.

In order to play our part to realise our global vision, TLMNI has three Strategic Aims:

- To be an active enabler of Zero Transmission by 2035, Zero Disability and Zero Discrimination
- To increase funding to projects and research in support of the three zeros
- To participate fully in TLM Global Fellowship

TLMNI will seek to partner with others and intentionally invest in three key Strategic Priorities:

- **ENGAGE:** Increase awareness about this cruel disease
- **ENABLE:** Increase funds that will enable positive transformational change in the lives of those affected by leprosy, and ultimately see an end to the disease in our lifetime
- **EXCEL:** We will seek to deliver all our activities to the highest ethical and professional organisational standards

The following Outcomes are the next important steps for TLMNI as a key enabler of our long-term goal to end leprosy:



# STRATEGIC PRIORITY 1: ENGAGE

Increased Engagement to Defeat Leprosy and Transform Lives towards Zero Leprosy Transmission, Zero Leprosy Disability and Zero Leprosy Discrimination

## Guiding Principles

Always communicating what compels us:

- Christ Centred
- Ending leprosy
- People helping people

Acquiring new supporters who are drawn by those differences

- Prioritise strategies to attract new supporters with Christian values
- Strategically positioning ourselves so that our message will be amplified and heard by new audiences
- Prioritise an engaging digital presence that uses technology to cost-effectively increase supporter acquisition, and develops long term relationships once acquired

Encourage our supporters to get involved in many ways

- Connect supporters to the 2035 Zero Transmission target and the overall triple Zero goals
- Encourage our supporters to pray for the people involved in our work and for the end of leprosy
- Provide opportunities for supporters to hear and see 'first-hand' accounts of the work they support



Outcome	Indicators	Source of Measurement	Baseline		2025 Goal*	Initiatives – Methodology
			2019	2020		
1.1 Retained and deepened engagement with existing supporters (churches and individuals) through increasing their awareness of our vision and their direct contribution towards it	90% of current churches retained <sup>i</sup> [GS: KPI 14]	Donor database	227	223	203	<ul style="list-style-type: none"> <li>- Adjust the key messages of the Global strategy to the NI context</li> <li>- Ensure 'Donor Centric' communication (celebrating the donor) with clear calls to action</li> <li>- Diversify the way we communicate with our audience and develop multi-channel approaches and response mechanisms</li> <li>- Explore cost effective digital opportunities</li> <li>- Survey to occur in ways that maximise potential for high levels of engagement</li> <li>- Increasing number of opportunities for supporters to pray for TLM and those affected by leprosy</li> </ul>
	85% of current <sup>ii</sup> supporters retained [GS: KPI 21]	Donor database Survey in Year 1, 3 and 5 demonstrating an increasing trend in awareness and connection to 2035 Zero Transmission of Leprosy goal	1086	1301	1015 % change agreed based on available results in 2021	
1.2 Increased number of new supporters (churches and individuals) through increasing the opportunities to raise awareness, and deepen understanding of leprosy and who TLM is	100% increase in the number of active supporters [GS: KPI 21]	Donor database	1086	1301	2387	<ul style="list-style-type: none"> <li>- 5% increase in number of speaking engagements at churches per annum (offline and online)</li> <li>- Increase and Strengthen number of volunteer speakers</li> <li>- Explore opportunities to raise awareness in strategic forums and networks (direct; online; print)</li> <li>- 25% increase in online engagement and digital presence</li> <li>- Survey to occur in ways that maximise potential for high levels of engagement</li> </ul>
	20 new Churches engaged [GS: KPI 14]	Donor database Supporter survey in Year 1, 3 and 5 demonstrating an increasing trend in awareness and connection to 2035 Zero Transmission of Leprosy goal	227	223	245 % change agreed based on available results in 2021	
1.3 Long term partnerships developed with aligned events and bodies	Number of Church Partnerships (as defined by TLMI: GS KPI 14)	Donor database	100	84	110	<ul style="list-style-type: none"> <li>- 1:1 Church partnership mtgs</li> <li>- Develop list of potential partners and explore opportunities to partner</li> </ul>
	Rolling cycle of 3 partnerships with aligned events and bodies [GS: KPI 21]	Donor database MOUs/ Partnership Agreements	1	1	3	

\* Based upon average of 2019 and 2020 baselines

<sup>i</sup> Measured within 36 month cycle and based upon specific engagement criteria to include level of funds, volunteering and regular updates <sup>ii</sup> Measured within 24 month cycle

# STRATEGIC PRIORITY 2: ENABLE

Increased funds to Defeat Leprosy and Transform Lives towards Zero Leprosy Transmission, Zero Leprosy Disability and Zero Leprosy Discrimination

## Guiding Principles

### Secure funding for Implementing Partners

- Commit to specific projects and programmes and Global Fellowship remittances for a minimum of three year period
- Apply for funding grants, where appropriate:
  - For TLMNI and implementing partner project
  - On behalf of an implementing partner
  - In a Global Fellowship consortium

### Attract new and re-engage lapsed donors

- Invest in acquisition of new donors as a priority
- Create supporter journeys that result in retention and higher lifetime support, based on ASK, THANK, FEEDBACK cycle
- Prioritise growth in number of regular givers
- After initial testing, ensure a minimum return on investment (3:1) for all fundraising activities

### Prioritise the development of new income streams that are

- Aligned to values of TLM
- Increase profile and extend reach



© Ruth Towell



© Ruth Towell

Outcome	Indicators	Source of Measurement	Baseline		2025 Goal	Initiatives – Methodology
			2019	2020		
2.1 Increased institutional and grant funding	Institutional Funds @ £100,000 per annum by end of period	TLMNI Finance Report	£60,000	£63,000	£100,00	<ul style="list-style-type: none"> <li>- Explore Institutional and grant fund opportunities on behalf of TLMNI and/or in partnership with other TLM Global Fellowship Members and submit applications where appropriate</li> </ul>
	Grant funding @ £10,000 per annum by end of period [GS: KPI 19]	TLMNI Finance Report	£7,500	£8,650	£10,000	
2.2 Increased unrestricted income	35% increase in unrestricted income [GS: KPI 20 & 22]	TLMNI Finance Report	£393,038	£343,736	£497,322*	<ul style="list-style-type: none"> <li>- Engage in appeals and fundraising initiatives for churches, groups and individuals online and offline</li> <li>- Increase and Strengthen number of active Church Representatives</li> <li>- Review ROI for Stamps and Local Shop sales and determine if priority for future</li> <li>- Steward well TLMNI legacy equalisation fund</li> <li>- Active participant in GF fundraising campaign</li> </ul>
2.4 New income streams developed	Minimum of 1 new income stream in place by end of period [GS: KPI 19]	TLMNI Board and Finance Reports	0	0	1	<ul style="list-style-type: none"> <li>- Explore the potential of a social enterprise<sup>iii</sup> and create Business plan</li> </ul>



**“WE CAN USE THE CLEAN WATER FOR EVERYDAY USE - WASHING, CLEANING, DRINKING, AND NOT WORRY ABOUT HOW DIRTY IT IS. MY CHILDREN ARE PLAYING AROUND THE WELL AND THAT MAKES ME HAPPY.”**

AMA

\* 35% increase based on average income taken from 2019 and 2020 Baselines <sup>iii</sup> Business with social or environmental mission

# STRATEGIC PRIORITY 3: EXCEL

Organisational Excellence as an effective and efficient member of TLM Global Fellowship and enabler of our Global Strategy

## Guiding Principles

An agile and resilient organisation that is

- Well governed and models best practice
- Prioritises staff and volunteer development and engagement
- Sufficient capacity and resources to deliver strategic priorities
- Robust systems, policies and procedures
- Compliance with all relevant regulators

Strengthen the Global Fellowship by

- Increasing remittances (ensuring minimum ratios are met)
- Active participation and contribution to GF (eg; Member appointed working groups) in areas of expertise, and where experiences and learning can be shared
- Model collaborative and partnership working across GF to maximise impact and leverage more funds
- Invest in development and capacity of implementing partners to advocate for change and raise funds within their local contexts
- Contribute funding for scientific research towards triple Zero goals
- Support GF campaigns that increase resources and help reach GF fundraising targets



Outcome	Indicators	Source of Measurement	Baseline		2025 Goal	Initiatives – Methodology
			2019	2020		
3.1 TLM NI is fit for the future (health, resilient and performant) and fit for growth	TLM NI evidence improved health, resilience, and performance [GS: KPI 17 & 19]	Improved scores on Organisational Health Check			Improvements agreed based upon results available in 2021	<ul style="list-style-type: none"> <li>- Organisational Health check completed every 3 years with annual review (eg: ACL) on agreed actions for improvement</li> <li>- Code of Good Governance as tool to measure Local Good Governance</li> <li>- Increasing trend across all areas of Global Staff Engagement survey</li> <li>- Staff Appraisal Policy and Process implemented</li> <li>- Increasing number of volunteers</li> </ul>
3.2 An active member of Global Fellowship who enables others in support of 3 Zeros	Staff and Volunteers engaged in GF instruments	TLM GF committee membership lists	0	1	3	<ul style="list-style-type: none"> <li>- Active contribution across Fellowship and participant in GF instruments (eg: Member appointed working groups)</li> <li>- Participate as fully as possible in Global advocacy campaign</li> <li>- Remittance ratio policy met over 3 year period</li> <li>- Agree research priorities to be funded</li> <li>- Collect 2 Stories of Change and Transformation per annum as a direct result of engagement with TLMNI</li> <li>- Review evidence of marks of mission for all new project funding agreements</li> </ul>
	Active participant in Global advocacy campaign [GS: KPI 23]	TLM GF Report & Signatory of global petitions	100%	100%	100%	
	Other members, particularly IC's*, supported to increase their fundraising capacity [GS: KPI 22]	% Remittance allocated towards building FR capacity (Financial Reports)	0%	0%	5%	
	TLM Research priorities supported	% Remittance allocated towards agreed research priorities (Financial Reports)	75%	16%	15%	
	Marks of Mission evidenced across all operations [GS: KPI 15 & 16]	Staff, Volunteer & supporter survey			Improvements agreed based upon results available in 2021	
	Projects funded demonstrate Marks of Mission in project proposals		Review results available in 2021	100%		

\* Implementing Countries

# LEPROSY DEFEATED, LIVES TRANSFORMED

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

We are part of a Global Fellowship, comprising members from 30 different countries, leading the fight against leprosy. We work with people from all faiths and none to defeat leprosy and transform the lives of people affected. We partner with governments, churches and other organisations.

Most importantly, we work with people and communities affected by leprosy, giving them a voice so that what we do is always led by them.

No one should suffer because of a preventable and treatable disease. We seek to do everything that we can so that children can be born into a world without being at risk of leprosy because it is no longer transmitted; anybody affected by leprosy can enjoy fullness of life; and there is inclusion, and not discrimination for people affected by leprosy.

Jesus cured leprosy in His lifetime. We are called to end it in ours.

Join us to make leprosy a thing of the past.

[www.tlm-ni.org](http://www.tlm-ni.org)



**The Leprosy Mission Northern Ireland**  
Lagan House, 2a Queen's Road  
Lisburn BT27 4TZ

Telephone: **028 9262 9500**  
Email: [info@tlm-ni.org](mailto:info@tlm-ni.org)  
Website: [www.tlm-ni.org](http://www.tlm-ni.org)  
[Facebook.com/tlmni](https://www.facebook.com/tlmni)

Registered Charity No: NIC106322  
A Company Limited by Guarantee registered in Northern Ireland No: NI640401

