



Multi Annual Strategy 2018-2020

Approved by the Supervisory Board, December 2017

Who we are:

NLR is a Dutch NGO, committed to creating a world free of the suffering caused by leprosy and by disability.

NLR combats leprosy by cooperation with national and regional leprosy programmes, in 10 countries.

NLR promotes and strengthens the early detection and treatment of leprosy.

NLR promotes prevention of disabilities caused by leprosy by early detection and promotion of self-care.

NLR cooperates with and supports organisations of persons affected by leprosy and of people with disabilities to remove the barriers to social inclusion that prevent them from full and independent participation in society.

Vision

A world free of leprosy and exclusion due to disabilities

Mission

NLR promotes and supports health, ability and full inclusion in society for persons affected by leprosy or living with disabilities

Strategy (How we Work):

- NLR works with governments, NGOs, research institutions and disabled people's organisations promoting access and quality of services through training, expert advice, research and innovation.
- NLR strives to strengthen capacity through training, expert advice, research and innovation.
- NLR develops its policies and programmes in accordance with the Sustainable Development Goals and the UN Convention on the Rights of Persons with Disabilities (CRPD), aiming to combat neglected tropical diseases and their consequences and to contribute to poverty reduction, promotion of human rights and social inclusion of persons affected by leprosy and persons with disabilities.
- NLR strives to integrate leprosy work with other NTDs and disability work



- NLR lobbies to keep leprosy and disability inclusion on policy agendas at all levels.
- NLR facilitates rehabilitation services, reduction of stigma and the promotion of self-care and empowerment.

1. Strategy 2018-2020

NLR endorses the **ILEP Strategy 2016-2018** and the closely related **WHO Global Leprosy Strategy 2016-2020**. Our Key Priority Programmes are directed towards these three goals:

- Stop transmission of leprosy
- Prevent disabilities
- Break barriers to inclusion

In order to reach these goals, in line with ILEP, NLR aims to:

- *Accelerate efforts to reduce the number of people suffering from leprosy, disability and exclusion.*
- *Combine forces to achieve its vision.*
NLR actively invests energy and experiences into a well-functioning ILEP. NLR promotes and supports ILEP country strategies and their coordinated implementation by ILEP partners at national levels.
- *Expand partnerships.*
NLR seeks active collaboration with partners in the wider networks involved in NTD, diabetes, disability and inclusion; to develop cross cutting projects and funding to sustain effective services for people affected by leprosy
- *Track progress and promote learning.*
NLR invests in appropriate systems for Programme Monitoring and Evaluation and for Knowledge Sharing and Learning

2. NLR's Principles

- Our policies and actions are **rights based and non-political**. People have **equal rights**, whatever disease or disability they have to deal with.



- **Realising our mission** is more important than the continued existence of our own organisation.
- Climate-neutral operations to promote **environmental sustainability**.
- Cooperation; we believe in the added value of cooperation and partnerships at all levels.
- In our policies and communications we aim to be **positive, proactive, transparent, accountable** and to promote **integrity**.
- We aim at the **direct involvement of persons affected** by leprosy in all aspects of our programmes.
- We want our policies to be **evidence based** and **impact oriented**. We want to **learn by doing and share our experiences**, reviews and evaluations within our networks.
- We lobby with influential organisations.

3. Priorities in Programme Development 2018-2020

NLR adheres to the Triple Zero Campaign of ILEP and the Global Leprosy strategy of WHO.

NLR aims to focus its programmes under 4 Key Priorities:

3.1 Key Priority Program 1: Stop transmission of leprosy

Since incidence statistics are plateauing for many years, breaking the transmission requires new research, innovations and breakthroughs and persistent implementation.

- **Upscaling and rolling out chemoprophylaxis** as the present spearhead
- Investments in **diagnostic tests** aiming at a new breakthrough
- Investments in **mapping and combined detection** for leprosy and other NTDs
- The integration of leprosy detection with other common skin diseases by promoting simple App based technology
- Support capacity building to strengthen government staff to run and monitor effective leprosy programs
- Develop Training of Trainer Programs at national levels, funded by national governments to train staff in
- Promote exchange and sharing of KPP1 progress with other leprosy and NTD stakeholders, also outside NLR countries of operation, and learn from initiatives by stakeholders to stop transmission

3.2. Key Priority Program 2: Combined approaches for prevention of disabilities

This KPP will be defined and elaborated in 2018. One of the issues to discuss is the extent to which this KPP can be integrated with KPP1 and 3 as a cross-cutting approach, or needs elements of a 'separate' KPP.



In partnership with government health services and organizations of people affected by leprosy and other diseases NLR will focus on:

- Promoting self-management of impairments
- Stimulating self-organisation in self-care groups
- Facilitating integrated health services for wound care, reconstructive surgery,
- Access to appliances and protective devices.

We promote **innovations** aiming at:

- Integration of health services; training and interventions for self-management for leprosy, diabetes and other NTDs (like Lymphatic Filariasis and Buruli Ulcer).
- Mapping of disabilities, and disability related services and facilities using dynamic, participatory e-maps.

3.3. Key Priority Program 3: Disability Inclusive Development

The main aim of KPP3 is to include minority groups such as persons affected by leprosy in mainstream development. People affected by leprosy and other NTDs are often marginalized, even within the disability movement. A strong element of lobby & advocacy is part of KPP3.

Given 'impairment + barrier = disability', the KPP3 working principle is 'disability + accessibility = inclusion'.

The *Disability Friendly Village* approach, developed in Nepal seems promising – it is a practical approach that includes all aspects of DID.

In further elaboration of this KPP NLR will pay attention to several issues:

- NLR must learn more about replication of programmes within its NLR Alliance. The concept as developed in Nepal will be evaluated and published with due attention of the key factors for applying within different contexts of each country.
- Common elements for elaborating the concept of Disability Friendly Communities include:
 - Government is key stakeholder in the process, which should aim at promoting dialogue, access and accountability by government services to persons with disabilities and affected by leprosy.
 - Representatives of the target groups must be included as change agents to claim their rights. A local actor, preferably a DPO, must take the lead.

Our support to disability and inclusion programmes are meant for people with disabilities, such without distinction as to the nature or cause of the disability. However NLR will only start and implement such programmes in geographical regions where people affected by leprosy will benefit from them.



3.4. Key Priority Program 4: Reduce Stigma and Discrimination

This KPP will be defined and elaborated in 2018. One of the issues to discuss is the extent to which this KPP can be integrated with KPP1, and 3 as a cross-cutting approach, or needs elements of a 'separate' KPP.

Its focus will be on: Reducing stigma and discrimination against leprosy, other NTDs and disabilities by promoting systematic inclusion of evidence-based stigma reduction strategies in programmes and projects, like KPPs 1,2 and 3.

3.5. Integrating the KPPs

The focus on the specific KPPs could run the risk of working in separate 'silos'. This has to be avoided by organising cross-KPP planning and sharing of progress of lobby and advocacy, planning, monitoring & evaluation, fundraising, capacity building and involvement of people affected. This integration needs to be addressed at both the levels of smaller geographic areas where these programmes will be integrated and in an overarching vision per country.

3.6. Intervention strategies of NLR

Combined and integrated Approaches with other diseases programmes; disability inclusive initiatives and inclusion campaigns Lobby and Advocacy; (Ref: KPP2)

Involve Persons affected by leprosy

NLR will work on capacity building of people affected and organisations of people affected (e.g. internships for people affected in NLR's offices, increase ownership in projects). To promote cross-cutting integration and inclusion, we will work with DPOs and organisations of people affected to involve people affected in implementation of projects, monitoring and evaluation and in sharing of results.

We aim to establish advisory meetings and panels of people affected in NLR and/or ILEP.

Connect and share with the outside world

With ILEP colleagues, national programmes and other stakeholders in the leprosy, the NTD world and the wider Mainstream NGOs, we aim to:

- Build and reinforce partnerships
- Share and publish practices and progress and lessons learnt from failures.
- Develop joint monitoring and joint reflections
- Invite partners to visit NLR's projects and vice versa
- Align planning at international level and actions at national level.

Lobby and advocacy



NLR considers public health, including leprosy control, prevention of disabilities and social inclusion of persons affected by leprosy or with disabilities as part of governments' tasks.

- NLR will promote local ownership of issues relating to effective leprosy control programmes, including the necessary commitment of government health services at all levels in endemic countries. This implies that NLR will advise and promote policies, budgets, expertise and plans of action to break through the stagnant statistics of new case incidences, Grade 2 and child rates.
- Direct involvement of interest groups of persons affected and the wider disability movement in lobby and advocacy is crucial for local ownership. NLR will support and promote their capacities and skills to be effective spokespersons and influential to increase commitment by governments at various levels and other important stakeholders.
- NLR will promote the adherence of general DPOs and the disability movement to the position and needs of persons affected by leprosy.
- Nothing about us without us. Regarding issues like disability prevention and inclusion the ultimate legitimacy for lobby and advocacy lies with self-organisations of persons affected and persons with disabilities.
- In lobby and advocacy at international level NLR will actively contribute to the effectiveness of ILEP, NNN and other relevant networks. At national level each NLR country/regional office is to define its own effective strategy in this regard.

Funding research and innovations (LRI)

As co-founder and managing partner in the Leprosy Research Initiative, NLR will further encourage leprosy-related research funding with a preference to strengthen research capacity in endemic countries. The LRI can be successful and leading in leprosy research funding thanks to its 8 donors, the independent Scientific Review Committee and a large network of voluntary reviewers that assist in the appraisal of proposals. The funding policy of the LRI has been described in the LRI Research Funding Priorities. The LRI is another example of creating added value and added inspiration by just pooling scarce funding resources of several organisations under one policy and management.

Securing NLR technical capacity for the future

- Based on needs assessments NLR's technical capacity will be strengthened at international and country levels to secure its sustainability and availability for its programs and its partners in the mid and long term.

Maintaining expertise and access to information and publications

NLR has a long track record in documentation and providing access to published research on leprosy.

- The web portal InfoLep is widely appreciated and co-funded by 7 ILEP members. It will be upgraded according to new standards in web technology.
- NLR will maintain the high quality services and keep participants and co-funders involved through surveys and invitations to participate in panels of expertise.



- InfoNTD, launched in 2016, is meeting a demand for access to information and publications on crosscutting issues in demand in the NTD world and created a sound financial basis.
- InfoNTD will develop its information and documentation services on NTD cross cutting issues, like disease and disability management and inclusion.

4. Organisational development of NLR

NLR 2020: Securing the realisation of the NLR Mission beyond 2018-2020

To promote sustainability of our mission NLR strives to increase local ownership of our programmes. Therefore NLR has embarked in 2016 into full decentralisation of its regional and national offices; changing their identity from branch offices of the INGO NLR, into local NGO's, with local governance. In 2020 NLR:

- Consists of at least 5 strong local NGOs and one Netherlands Based NGO, that:
 - support local governments, NGOs and DPOs in high quality programs in Stopping leprosy Transmission and Strengthening Disability Inclusive Development
 - work together in an Alliance that adds value to the members
 - have a diversified Funding Base

The local NGOs will be independent organizations with the required capacity to manage effective programs, co-operate with stakeholders and raise enough funds to sustain their programmes. Localization of the offices will be country-specific processes with Brazil, Indonesia and Nepal localizing in 2018, India in 2019, and Mozambique at a moment to be determined later.

The NGOs will co-operate with NLR international Office in an international NLR Alliance that will reshape itself from a top-down managed international network of branch offices into a partnership between national NGOs adhering to

- a statute of principles,
- a joint vision, mission and NLR brand and reputation,
- a joint international strategy,
- joint learning and
- joint investments in research and innovations

The International Office will co-ordinate the Alliance, raise private funds in The Netherlands, finance local NGOs and monitor the finance, coordinate the fund raising for multi-country international funds, and co-operate with Dutch and international bodies on behalf of the Alliance



Supportive steps for NLR 2020:

- Capacity Assessments and Strengthening of local NGOs and NLR IO through e.g. training, exchange, and recruiting qualified Directors, program and IF-staff
- Develop and Implement Multi-Country Key Priority Programs to Stop Transmission and promote Disability-Inclusive Development
- Strengthen Institutional Fundraising by Local NGOs and IO
- Fund raising
- Foster a leadership-style that is pro-active, promotes co-operation and is results-oriented
- Implement new systems for PME, Finance Management, Project Management
- Network and Co-operate with other stakeholders
- Building a strong and attractive NLR brand with the reputation of evidence and results-based performance and innovations.
- Developing effective governance at international and local levels, rooted in local ownership of programs and policies.

5. Fundraising and communications

The NLR private fundraising strategy in The Netherlands will be based on a quick scan benchmark that will be available early October 2017. A more relationship based focus will become leading.

NLR aims at moderate growth of its private fundraising in line with market developments in the Netherlands .

Resources from legacies are declining since 2015 and targets for 2018-2020 have been adjusted downwards. New investments in understanding the dreams and expectations of donors and relationship building will include the promotion of legacies.

Brand policy

In support of the NLR 2020 ambitions NLR will invest in the reputation of its international brand NLR. If local NGOs in NLR 2020 want to adopt another name, since the reference to Netherlands might hamper in-country local fundraising, creative ways are needed to maintain the benefits of building one strong international brand with a positive added value to the local reputations.

Institutional Fundraising

- The focus on KPPs in NLRs Programmes must result in more successful Institutional Fundraising by NLR.
NLR aims to increase its income from institutional donors by combined efforts from International Office and Country Offices. An important part of the NLR 2020 investments will be directed at building and improving our capacity for institutional fundraising and programme management. Successful capacity building and meeting fundraising targets in IF by the Country Offices will be a crucial condition for truly independent NGOs in the NLR Alliance.



In 2020 Local NGOs of the NLR Alliance will have raised funds so that:

- Financial size of local NGOs will vary, but a local NGO annual budget should at least amount to € 500,000 per year in order to have meaningful sustainable operations
- At least 51% of the NGOs budgets is funded from other sources than NLR private funds
- The local NGOs have at least three donors, besides NLR, that contribute € 50,000 or more per year.

The total income of NLR Alliance will constitute of at least 50% funds other than the private funds raised at the Netherlands market.

If Country Offices see specific opportunities for success in private fundraising, e.g. corporate social responsibility practices of corporations, investment in their capacities for private fundraising, need be based on well-defined business cases.

Partnerships

Active membership of NLR in ILEP, DCDD and NNN will be directed at strategy development, knowledge exchange and high-level lobby and advocacy as well as strengthening joint fundraising and consortium formation

NLR is open to effective partnerships with other NGOs that seek coordination of their own country programmes with NLR, like with Liliane Foundation in Indonesia and Lepira in Mozambique.

6. Operations, Administration and Management

NLR aims at optimizing the impact of its programs and sets itself high standards for its internal management.

Human Resource Management

NLR wants to be a good employer and follows the standards of the NGO sector in the countries as regards its HR policies and conditions of employment. The remuneration and other employability terms are regularly updated by benchmarking with other NGOs and government services. Skills required for excellent performance are regularly updated and refreshed. NLR works with a professional staff planning – progress – appraisal tool.

NLR and all its staff adhere to the NLR Code of Conduct.

Risk management



NLRs standards as regards Risk Analysis and Risk Management are updated annually by all offices and departments.

Security management

NLRs Manuals on security management are regularly updated at all levels of the organization. Skills of responsible managers and staff that are regularly travelling are regularly trained and refreshed.

Financial management, transparency and accountability

The NLR offices are regularly audited by internal operational audits, executed by staff from international Office and other country offices.

All NLR offices are annually audited by independent external auditors.

NLR publishes the progress of its programmes with web based tools like AKVO RSR.

Quality management

By 2018 Country Offices of India and Brazil plus International Office are ISO certified. Other country offices will follow.

7. Finance

- *Finance: The NLR Finance Policy Framework 2012-2014 is yet to be updated to be approved in March 2018 by the Supervisory Board*