



NLR Multi Annual Strategy 2016-2018
Approved by the NLR Supervisory Board; March 2016

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 2016-2018

NLR endorses the **ILEP Strategy 2016-2018** and the closely related **WHO Global Leprosy Strategy 2016-2020**. Our 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:

- *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 aims at investing in the wider networks involved in NTD, diabetes and disability 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 and Learning
- *Accelerate efforts to reduce the number of people suffering from leprosy and exclusion.*
Since incidence statistics are plateauing for many years, breaking the transmission needs new breakthroughs and persistent implementation.
NLR aims to invest in research, through the LRI, that aims to deliver operational innovations and breakthroughs. Our priorities for 2016-2018 focus on :
 - **Upscaling** and rolling out chemoprophylaxis as the present spearhead.
 - Investments in diagnostic tests aim at a new breakthrough.
 - Investments in mapping and combined approaches for leprosy and other NTDs
 - Break stigma by rolling out the evidence based interventions from the SARI project.



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 2016 -2018

NLR has set itself priorities in its endorsement of the three objectives of the ILEP Strategy:

3.1. Stopping the transmission of leprosy

In its partnerships with national and regional leprosy programs NLR focusses on:

- Early case detection and prompt treatment of new patients
- Contact management
- Chemoprophylaxis

We promote **research and innovations** aiming at:

- Mapping leprosy and other Neglected Tropical Diseases using mHealth technology to guide leprosy control programmes to target interventions more systematically to areas where the risk of leprosy is high. Cross-NTD projects increase the scope of leprosy interventions and contribute to the prevention of impairments due to NTDs.
- The introduction of diagnostic tests for subclinical leprosy in combination with contact management and chemoprophylaxis.
- The integration of leprosy detection with other common skin diseases by promoting simple App based technology.



3.2. Preventing disability due to leprosy

In partnership with government health services and organizations of people affected by leprosy NLR focusses 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.
- Facilitating vocational training to improve livelihoods.

We promote **research and innovations** aiming at:

- Promote 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. Promoting inclusion of people affected by leprosy

In partnership with organizations of people affected by leprosy and DPOs, together with government services and NGOs that are dedicated to inclusion, NLR focusses on:

- Empowering persons affected by leprosy and persons with disabilities to live a dignified life with equal opportunities to access all facilities and services in society
- Reducing stigma and discrimination against leprosy, other NTDs and disabilities by promoting systematic inclusion of evidence-based stigma reduction strategies in programmes and projects
- Promoting cooperation and integration with general DPOs
- Promoting dialogue, access and accountability by government services to persons with disabilities
- Facilitate involvement of leprosy-affected people in leprosy work.
- Create opportunities to participate in NLR and in work supported by NLR.

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.

We promote **research and innovations** aiming at:

- Strengthening the capacity of organisations of persons affected by leprosy and persons with disabilities (DPOs), by training and coaching on governance, democratic processes, lobby and advocacy, fundraising and research methods
- Joint NTD and joint disability interventions against stigma and discrimination.

3.4. Lobby and advocacy



NLR considers public health, including leprosy control and prevention of 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.

Involvement of interest groups of persons affected and the wider disability movement in lobby and advocacy is crucial. Local ownership implies direct involvement of persons affected and their organisations and DPOs. 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. Where possible NLR will promote the adherence of general DPOs and the disability movement to the position and needs of persons affected by leprosy. Interesting pilots have been developed in various countries that may inspire others to seek integrated approaches to promote interests of persons affected as part of an effective general disability movement. NLR will support and promote their capacities and skills to be effective spokespersons and influential towards commitment t by governments at various levels and other important stakeholders.

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.

3.5. 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. NLR will maintain the high quality services and keep participants and co-funders involved through surveys and invitations to participate in panels of expertise.

In 2016 the new initiative InfoNTD will be launched and it will have to secure its future by raising 2/3 external funding for 3 years. If so it has created a basis to fully develop its information and documentation services on NTD cross cutting issues like disease and disability management and inclusion.

3.6. Research and innovations

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.



4. Organisational development of NLR

NLR 2020: Securing the realisation of the NLR Mission beyond 2016-2018

NLR has funded its programmes and research for many decades with private funds, mostly from the Dutch public. Since the recent financial crises fundraising for leprosy, as for other international issues, has become less successful. Though NLR can still count on over 50,000 committed private donors, it has to reckon with declining trends in private fundraising in Dutch society as its sole source of income. In the same time more donors, public and private are open to proposals and appeals by local NGOs in countries where NR wants to work. Therefore *diversification of funds* and *decentralisation* are leading themes in NLR's organisational development.

To promote sustainability of our mission NLR strives to increase local ownership of our programmes. Therefore NLR has embarked in 2016-2018 into full decentralisation of its 7 regional and national offices; changing their identity from branch offices of the INGO NLR, into local NGO's, with local governance. Local NGO's that operate in NGO and DPO networks and are self-supporting in raising funds, from external donors and from NLR International Office.

The NLR network will reshape itself from a top-down managed international network of branch offices into a partnership between national NGOs governed by an NLR partnership, 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 and benefitting

Supportive steps for NLR 2020:

- Strengthening fundraising capacities; adding funding by local and international donors to unrestricted resources provided by the public in the Netherlands
- Strengthening of programme management
- Developing a joint Programme Monitoring and Evaluation mechanism, proving outcome and impact of NLR interventions
- Sharing knowledge and research outcomes in a joint Knowledge and Learning System
- 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

NLR aims to stabilise its revenue from private fundraising in the Netherlands at the 2014 level (€ 2.5 million). Considering market conditions this is an ambitious target.



Resources from legacies have contributed quite a lot to NLRs funding over the past decade, but are difficult to predict. They remain budgeted at the €2.5 million level until 2016. If two consequent years income from legacies would drop substantially, NLR will take this as a structural trend and reduce its expenditures accordingly. 2015 was a low year for legacies, so the legacies revenues 2016 will be crucial for the long term projections of NLRs income.

The NLR private fundraising strategy in The Netherlands will remain a mix of various channels, like direct mail (DM), telemarketing, social media and friend raising. An annual shift away from the DM channel which is under high pressure towards income from web based and voluntary local actions by NLR Friends is projected at a level of 6% annually.

In the investments in strengthening the fund raising efforts by the Country Offices priority will be with Institutional Fundraising and government funding. The means to invest in successful local private fundraising operations are limited and not all countries of operation have promising opportunities for private fundraising, e.g. a fast growing middle and upper class.

In support of the NLR 2020 ambitions NLR will invest in the reputation of its international brand NLR. If local NGO's in NLR 2020 want to drop the NLR name, since it refers to Netherlands, which might hamper local fundraising according to some sources, creative ways are needed to maintain the benefits of building one strong international brand with a positive added value to the local reputation.

Institutional Fundraising

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. In 2016- 2018 the annual target for additional institutional fundraising will be at € 800,000 annually. If this level of success in IF will not be realised further reductions in programme spending will be unavoidable.

If we see specific opportunities for success in private fundraising, e.g. corporate social responsibility practices of corporations, we will consider investment in our capacities for private fundraising by the Country Offices, based on well-defined business cases.