

Navigating Together with Hope

Review of Global Fellowship 2022

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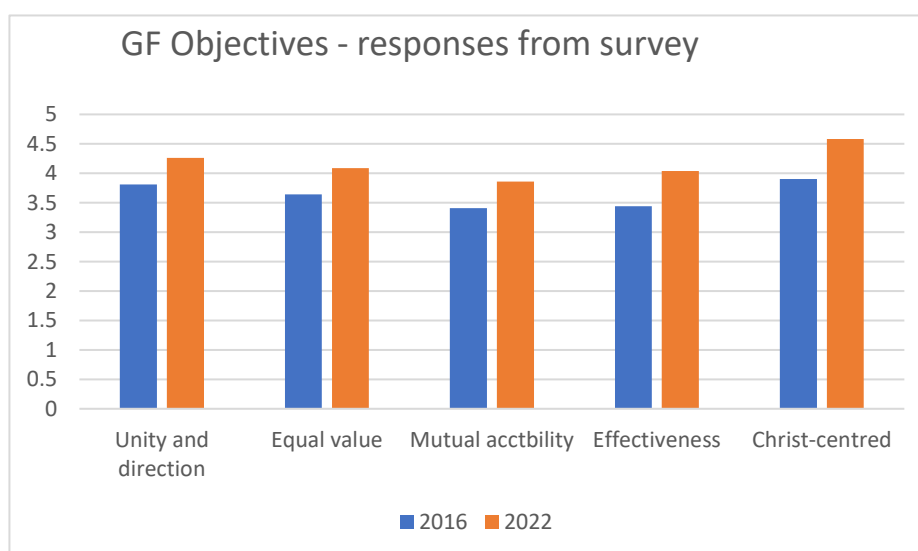
Executive Summary

Looking back, how have we done over the last six years?

Six months of data gathering from 31 interviews, a global survey of 84 staff, focus group discussions and analysis of TLM document have concluded that:

The GF performance has been extraordinarily impressive. There is so much for TLM to celebrate. We strongly believe God is saying: 'Well done good and faithful servants'. Before reading any further, stop and allow yourself to take this in.

Global collaborations are incredibly difficult to do well as the unhappy experiences of other families Oxfam, Action Aid, Save the Children and Plan International attest. Since the last GF review in 2016, TLM has made huge progress, especially in addressing the issues raised in the report (leadership, lack of external voice and impact; engagement of persons affected by leprosy/mid-level staff and lack of local governance). The survey showed improvements in the metrics of every single GF objective as outlined Annex 3.



Unity and shared strategic direction (see pp 5-6)

In the survey, members rated the GF as 4.26/5 for 'Unity and shared strategic direction' a 12% improvement since 2016. The vast majority of respondents felt that the GF more united than ever, though there are obviously still tensions with such diverse membership. They were also unanimous in the support for the shared direction emerging from the 2019 strategy. It has helped TLM better prioritise and align.

Equally valued (see pp 6-7)

The survey scores showed that respondents rated this at 4.09/5 – another 12% improvement since 2016. The gaps between members has undoubtedly narrowed during the last six years, though these can never be eliminated. The IC voice has become louder and should become louder still. The financial and governance dependence of some countries undermines how really open they can be.

Mutual Accountability (see pp 7-8)

The survey score for Mutual Accountability was the lowest at 3.86/5 demonstrating that this is the hardest of all the GF objectives to put into practice. It requires voluntarily sacrificing autonomy. But a 13% improvement from 2016 is evidence of advances in global standards in key areas, including safeguarding. Even the departure of South Africa from the GF, shows this objective has meaning. There are still unresolved tensions over 'adopting' or 'adapting' global standards into different contexts.

Effectiveness (see pp 8-10)

Respondents scored the GF 4.04/5.00 on improving effectiveness – a 13% improvement since 2016. Smaller members, in particular were pleased with the returns from the investment of time and money in flagship priorities - key 'enabling' elements in the strategy.

- Advocacy, external voice
- Research
- Fundraising
- Leadership development
- Involvement of persons affected by leprosy (3.98 – 27% improvement)
- Local governance

Living up to Christian Values (see pp 10-11)

Christ-centredness at 4.58 received the highest score in the survey – a 17% improvement on an already impressive score. It demonstrates that the GF has done well in putting Christ-centeredness firmly at the centre, making it an explicit objective in Strategic Plan with its own KPIs. Prayer is a core part of the TLM way of operating.

These achievements are even more impressive as they have taken place during COVID. The pandemic had a hugely destructive impact with the deaths of key staff and delays in programming. Yet individual TLMs rose to the challenge in courageous and innovative ways. The GF stood alongside its members both with practical, financial support and morale support, so that members never felt alone. It also adjusted well to a more virtual way of communicating and meeting.

Looking back, what has held us together?

What is the glue that holds the Global Fellowship together? What can we learn from experience?

The most obvious 'motivating' ingredients in the glue are:

- **Christ-centredness** is what sets TLM apart from secular families of NGOs and indeed many faith organisations. It is more than shared theology and religious practices, but genuinely living out its values of humility. This has been encouraged by
- Incredibly impressive **servant leaders** in critical roles throughout the GF. These have fostered:
- **Trusting relationships** that are essential in any collaboration to maintain unity, speed up decision-making and reduce conflict.
- A single issue **focus on leprosy** has helped bind members together – drawing from its long heritage and shared spiritual commitment.

The 'enabling' ingredient is:

- Strong **GF instruments** for collaboration. The International Office has performed extremely well, despite being asked to do too much and on-going tensions over member fees. The International Board, RMG, Member Appointed Working Groups (MAWGs) and The Charter have also functioned pretty well in keeping the GF together, though there are areas for potential improvement.

Looking ahead – what will our world be like?

Looking ahead into the future is a sobering exercise. The future does not look bright. Tough times are ahead for the planet, for people affected by leprosy and for TLM. There are obvious, long-term predictable trends that overall look bleak, but there are also trends in positive directions. The impact will not be uniform, but mixed and will affect different members to differing degrees. Some of the major ones that will affect the GF as a whole include:

- Climate change and increasing pressure on limited planetary resources leading to greater poverty and migration
- Rising inequalities within and between countries
- Increasing insecurity and conflict
- Constricting space for civil society and Christians in particular
- Reduced trust in International NGOs and increased emphasis on locally-led development
- A reduction in both the quantity and quality of aid from institutional funders
- Increasing needs in leprosy, but declining expertise
- A more dynamic NTD movement
- New technologies and an unstoppable shift to a digital world

Furthermore, as well as these predictable trends, we know all too well from COVID and Ukraine that TLM will also be hit by unexpected shocks that may profoundly disrupt the global system. While no one knows what the future holds, TLM needs the courage to look up and then plan on the basis of potential future scenarios. TLM will need to move in the direction that it believes its operating environment is most likely to be heading.

Looking ahead, how do we become more fit for the future?

This report does not pretend to give easy answers. It highlights the complex strategic questions that the GF will have to navigate over the next few years. It encourages the GF to continue to grapple with these in Christ-centred ways ‘full of grace and truth’. TLM will need to:

- **Become more agile while remaining inclusive**

In volatile and uncertain environments, the ability to learn and adapt may be even more important than the overall direction. TLM is already active in this direction with its important ‘Fit for the Future’ OD process. Becoming more agile has implications throughout the GF including changes in systems, structures, skills and culture.

- **Work on the TLM glue even more**

The TLM glue has become impressively strong, but it cannot be taken for granted. All five key ingredients needs continuous attention, maintenance and investment:

- Remain Christ-centred in creative, inclusive and life-giving ways
- Deepen leadership development

- Strengthen relationships through deepening trust
- Retain a leprosy focus, whilst operating in an NTD world
- Adjust and continuously improve GF instruments.

- **Fast-track digital transformation**

The world is becoming digital, whether TLM is ready or not. To reap more of the potential benefits of digital technology (in programming, organisation and fundraising) but without enhancing the digital divide or increasing security risks, TLM needs to develop a digital strategy and a process for improving digital skills, capacity and confidence throughout the GF.

- **Navigate complex strategic questions**

The major implications are to

- *Maintain, but fine tune the existing strategy.* It is already heading in the right direction, though further improvements can be made in each area, including research, advocacy, fundraising and adjusting some of the KPI measures and processes.
- *Accelerate implementation and alignment in-country.* For example, much is still needed to be done to put the Zero Leprosy Transmission (ZLT) objective into full-scale operation.
- *Focus through strategic learning questions.* TLM desires for more focus, though with such a diverse membership this is not easy. One way to do this is to take a learning approach to key dilemmas and priorities, including:
 - How do we focus on the pressing strategic needs in the leprosy sector?
 - How do we better integrate in an NTD world without losing leprosy focus?
 - How to balance the Triple Zeros?
 - Where should we work?
 - How to put people affected by leprosy more at the centre?
 - How do we better engage with a church in transformative, sustainable way?

What do we believe God is saying at this time?

In prayerfully reflecting throughout this consultancy, we believe that God would like to say to GF:

- Well done my good and faithful servants (Matt 25:21; 2 Tim 4:7). Remember how far you have come as a fellowship.
- Be ready for the uncertainty and change that lies ahead – be wise like the virgins with the oil (Matt 25:1-14).
- Stay calm in the storm and keep your Christ-centred focus. God is faithful (Matt 14: 22-3).
- Keep your Christ-centred faith in a creative, inclusive and life-giving way. You cannot achieve anything of eternal value in your own strength (Psalm 127:1; Zech 4:6; Gal 3:3).
- Put those on margins (persons affected by leprosy) more at the centre of your work (Mark 10:46-52 Blind Bartimaeus; Matt 19:14).
- Work hard at relationships to maintain unity and become more agile. Put others needs above your own (John 17:20-23; Rom 12:3; Phil 2:3-4).
- Keep going and press on. It is not time to sit back. Run the race set out for you, even though you are fatigued (Heb 12:1).

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1. Introduction

Background

TLM Global Fellowship (GF) was established in 2011 as an international federation. There are now 30 member and affiliate member countries with a combined annual turnover of £38.4 million, making it the largest leprosy NGO in the world. It draws on almost 150 years' experience. The aims of the GF were to foster unity and interdependence; encourage member participation and equal value in decision-making; build a clear sense of mutual accountability within the shared purposes of the Mission; and through this, to become more effective in addressing leprosy.

In 2016, Rick James and John Hailey undertook an initial review and six years further on in 2022, TLM leadership felt it was time to step back and reflect on how well the TLM Fellowship model is performing. As this coincides with a mid-point of the 2019 TLM strategy, the review also looked at the progress and direction of the TLM strategy. There is obvious overlap with the Mid-Term Strategy Review, though there is sufficient distinction to merit separate reports.

Aim

The aim of the Global Fellowship Review is to take stock of the performance and learning of the Global Fellowship over the last six years. This includes:

- identifying key achievements;
- analysing progress against stated GF objectives;
- reviewing of the functioning of the GF instruments;
- learning about what has helped the GF hold together;
- predicting key changes in the external operating environment and concluding with
- identifying key implications for the future.

The Research Methodology

The approach to the research sought to emphasise:

Ownership by TLM

A TLM steering group (composed of representatives of the International board, the RMG, and International Office SLT) designed and commissioned the research. The international office provided considerable logistical support, in particular Clara Volpi and Emma Bowring. Key elements of the data gathering and analysis (such as the Strategy Progress Assessment and External Trends analysis) were the responsibility of TLM staff, ensuring that the key learning remained in-house.

Multiple perspectives

As part of its commitment to equity, TLM recruited a mixed team of consultants for this review (from UK, India and Ethiopia) to better reflect the diversity within the fellowship, as well as hear different perspectives and interpretations more clearly. To ensure a longitudinal perspective from 2016, Rick James from the UK was still lead consultant.

Mixed methods for data gathering

The team used a variety of mixed methods for data gathering in order to be able to triangulate findings from multiple sources. These methods included:

- Review of pertinent TLM documents
- A scan of the wider literature on predicted changes in INGO context and families of NGOs (see References)
- A survey monkey questionnaire which resulted in 84 (out of 100) responses – a high and therefore representative response rate (see Annex 1 Analysis Table)
- Self-assessment processes for GF:
 - Board
 - RMG
 - Five MAWGs (Fundraising, Members, Strategy, Spiritual Ministry, Policy and Standards)
- 31 semi-structured interviews with senior TLM respondents and selected external key informants (see Annex 2 for list of respondents)
- 2 focus group discussions (staff and SLT) with TLM International Office
- ‘Review of Progress and Performance’ interview with Jannine Ebenso and Pierina Dsouza
- ‘Predicted Changes in the External Environment’ IO task groups (coordinated by Clara Volpi)

Interpretive analysis

The team took an ‘interpretive’ approach to the analysis recognising that there is no one right answer, but multiple perspectives on the same topic. Responses were obviously influenced by the context from which respondents experienced the GF. This report seeks to mirror back what the team heard people say, articulating their perspectives, but not attempting to judge whether or not their opinions were ‘valid’, except through triangulation (if many people said the same thing from different sources). Writing a 30-page summary of more than 200+ pages of interview notes, let alone 84 survey responses requires huge simplification of reality. It is impossible to convey the nuance in a summary report.

Space for Grace

As a team we have intentionally attempted to align with TLM’s own aspirations of Christ-centredness, by praying and spending time trying to listen to God’s voice about TLM and the Global Fellowship.

Reporting and Feedback

The team has fed back the findings gradually, initially presenting ‘Early impressions’ to the steering group on 19th July 2022, and then a draft to the Strategy MAWG and International Board on 12th August and members on 24th August. The feedback will be incorporated into the presentation and process for the GF and Strategy Day on 30th Sept at the Members Meeting. The findings from these discussions will be further analysed and the final report adapted accordingly.

Putting the TLM experience in context

TLM has come a long way. Even when the GF was established 11 years ago, there was significant friction - with both TLM Canada and Ireland refusing to join. Six years ago, when the first GF review took place, while it had made good progress, the GF was still highly fragile. Confederal structures (probably the best generic description of the GF structure) are incredibly difficult to manage. Any confederation faces inherent tensions or paradoxes that never go away. They are part of the DNA and simply have to be managed creatively and with courage. They include:

- The need for coordination amongst members versus the need for individual autonomy

- The need for both inclusive, participatory decisions, yet also the need for quick decisions
- The tensions between the largest members who may benefit least (but often contribute most) and the smallest. Where does the federation focus its limited resources?
- The diverse and insatiable demands on the secretariat compared with limited funding for it

A number of other international agencies (like Oxfam, ActionAid, WWF, Save, Plan) have moved to a federal or confederal model, but have had difficult experiences. 'Most have been defeated by their own complexity. They have become too internally focused' (Lawrence 2018). None have yet resolved the issue of mutual accountability. They have great practical difficulty in retaining efficiency and effective agile decision-making. They are generally very unhappy places to work, described by staff as 'stuck', 'unwieldy', 'frustrating' and even 'toxic'. Such comparisons reveal just how incredibly difficult it is to manage a successful INGO family.

The structure of the report

The report is structured in four main sections:

Looking back:

1. How have we done as a GF? (including analysis of each specific GF objective)
2. What has held us together? (learning the secrets of success)

Looking ahead:

3. What will our world be like? (future trends)
4. How do we adjust to become more fit for the future?

The team has opted to follow this structure because sticking religiously to the 'areas to investigate' in the Terms of Reference (see Annex 3) would have become highly repetitive, partly because there is such impressive congruence between GF objectives, GF strengths; and GF performance. There is more detail on the important questions of strategy performance and direction in the Mid-term Strategy Review report. This report merely contains a summary. The questions from the Terms of Reference are italicised bullet points throughout the text.

It is tempting to conclude this report with recommendations from outside consultants. But given how partial a glimpse the team has of the TLM reality on the ground this would be at best superficial and at worst misguided. More fundamentally, the challenges that TLM faces are not 'problems to be fixed', but inherent dilemmas to manage or complexities to navigate. These inter-related paradoxes (whereby you cannot choose one as a solution while neglecting the other) in the GF demands 'Both/And' thinking and behaviour, not Either/Or. Therefore, the best contribution that this report can make is to (re)focus attention on key strategic questions. The way forward will be for GF membership to wrestle together with these questions and dilemmas over the next few years, in a Christ-centred way, full of 'grace and truth' (John 1:14 and 17).

2. Performance of GF

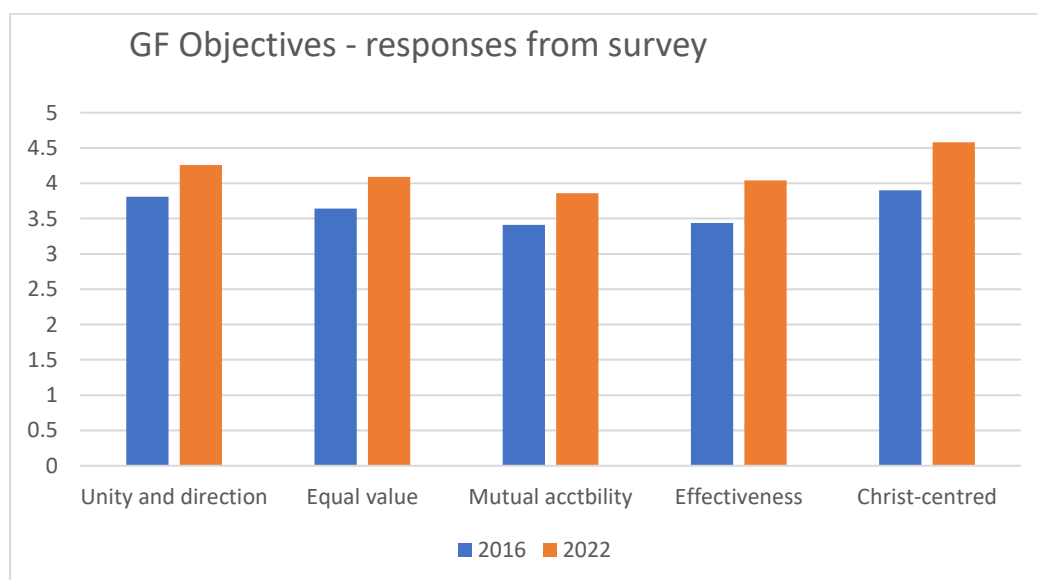
- *What have been the most significant achievements as a GF in last 5 years?*
- *What do people understand to be the core purposes of the GF?*
- *How effective are we as body in meeting those purposes?*

The GF performance has been extraordinarily impressive over the last six years. There is so much for TLM to celebrate. We strongly believe God is saying: 'Well done my good and faithful servants'. Before reading any further, stop and allow yourself to take this main headline of the report.

The degree of difficulty of such collaborations should not be under-estimated. Other families of NGOs like Oxfam, Action Aid, Save and Plan are struggling to make it work. The inherent diversity in any global structure is incredibly hard to manage. Different members naturally pull in different directions. Some want more leadership from the centre, others want more national autonomy; some prioritise quick decisions, others more participatory processes; all want the secretariats to do more than they are prepared to finance. So to function well amidst such diversity, to keep united, pulling in the same direction is a massive achievement.

When the last GF review was completed in 2016, it was doing reasonably well, but appeared quite fragile. Since then there has been huge progress. The GF has worked very hard to strengthen the key issues highlighted in 2016. As one respondent put it: *"The GF used to be 5/10, now we are at 8/10"*. The change is significant. Another described it as: *"a change in character"*.

The survey monkey of 84 respondents in this study showed improvements in the metrics of every single GF objective. This is a remarkable achievement.



In the semi-structured interviews, members were able to clearly articulate the core purposes of the GF. These were all already encapsulated within the GF's core objectives. People felt that because of the GF they belonged to something much greater than their own organisation – *"We are united to achieve something larger than ourselves. Though Timor Leste is a small country we know that we are part of a larger work"*. Members now know the GF much better and how it works. It gives a real sense of belonging, connection and common purpose.

The Terms of Reference asked about effectiveness, achievements and strengths. The findings are integrated together and structured in line with the four GF objectives, which shows striking congruence:

1. Unity and shared strategic direction
2. Equally valued
3. Mutual Accountability
4. Effectiveness

2.1 Unity and shared direction

- *To what extent is the GF fostering an increasing sense of unity and shared direction?*

In the survey, members rated the GF as 4.26/5 for 'Unity and shared strategic direction' a 12% improvement since 2016. The vast majority of respondents felt that the GF was more united than ever expressing that *"It is more than a working partnership. We are one in spirit"*. Another put it: *"There is a real spirit of teamwork, collaboration and solidarity throughout the GF"*. They were also unanimous in the support for the shared direction emerging from the 2019 strategy.

Respondents alluded to numerous examples of increased working together:

- *"The fellowship helped us to work together as members. For example, a joint proposal was developed by 5 member countries in collaboration with other international organizations who are not part of the fellowship"*.
- Impressive smaller collaborations like Nordic Hub or the collaboration between Northern Ireland and England and Wales. A number of SCs are working closer together in fundraising.

This unity is impressive given the inherent tensions that come from a diversity of members (and therefore needs and priorities). England and Wales continue to account for 40% of the GF income and India and Bangladesh for a significant part of the implementing numbers, whilst other countries remain very small, staffed only by volunteers. Clearly Implementing Countries (IC) and Supporting Countries (SC) will bring different viewpoints. As one respondent said *"ICs are more focused on their individual programmes in country, so it is a challenge for them to think internationally. Whereas although the SCs have a more global focus, as many work in 4-5 countries, their challenge is to have country-specific perspectives"*. There are obviously massive differences in members' country contexts and cultures – as well as personality differences between individuals.

While such differences may not always be dealt with fully (and there are a few concerns that greater courage and openness to deal with underlying issues is needed), to have stayed together and become more united, at a time when much of the world is fragmenting, is a significant achievement. The only departure from the GF in the last six years was South Africa. It would appear that this was more about the two key individuals in leadership in South Africa at the time, rather than any fundamental issue with the structure.

Almost every respondent was positive about the 'shared strategic direction' emerging from the 2019 Strategy. Many described it as *"inspiring and ambitious"*. It was adopted unanimously and has brought greater clarity to the overall direction. A number of respondents said, *"The strategy has been regularly communicated with us"* and another noted *"several publications – booklets, calendars from the GF has re-stated the strategy and has helped to embed it in our work"*.

They said it had specifically helped:

- shift TLM's direction towards 3-4 flagship priorities such as Zero Leprosy Transmission (ZLT) Research, Advocacy, and Fundraising
- bring greater alignment amongst GF members and shaped how a number of ICs are now working in communities. This has encouraged further joint working and funding proposals. *"Now SCs are aligning with ICs in 5-year programmes with no formal central direction, and it works"*
- focus on key goals through KPIs which have assisted learning and adaptation as well as taking hard decisions about working in Tanzania, China, Angola
- guide discussions between ICs and SCs in project design and how money should be spent
- encourage greater connection to the wider leprosy/NTD ecosystem, such as WHO and ILEP. It is now easier to see where TLM fits and its core contribution.

It is an aspirational strategy; though some would say too aspirational as *"we know we are never going to achieve zero leprosy transmission by 2035"*. One respondent felt key elements were missing, including a theory of change, research strategy as well as more of a financial and business plan perspective. Others would say that although it is the tightest TLM strategy yet, it could be even *"more focused on the bullseye of Zero Leprosy Transmission"*. Some argue there is too much focus on treatment, rather than prevention. Still others would argue that it needs adjusting towards the priorities of persons affected by leprosy who might want more emphasis on the 'lives transformed' livelihoods element and more attention to supporting associations of people affected by leprosy. This strategy intentionally aimed to provide *"sufficient focus"* through on-going dialogue, but leave enough room for all members to be able to see their place within that overall direction. Even the most critical respondent said: *"it is a very useful framework to organise activities and shape the global discourse"*.

2.2 Equally valued

- *To what extent is the GF equally valuing its members?*

Survey scores showed that respondents rated this at 4.09/5 – another 12% improvement since 2016. There was not much difference in scoring from SCs and ICs suggesting similar perspectives.

As one said: *"The GF has also narrowed the huge gap between supporting and implementing countries – there is now direct communication between these countries."* This has been a result of better understanding and acknowledgement of the issue. IC have grown in size and influence and have a louder voice. This has been helped by countries like India generating 79% of their own income. Even some of the smaller ones have gained greater confidence to speak out. As one respondent said: *"In the past, only the supporting countries (who brought money to the table) had a voice and had more influence. But these days, smaller countries, implementing countries and others in the mission are contributing"*. It has also been helped by *"bigger countries are also becoming a little bit humble"* with better understanding of local contexts showing them that 'money does not always have the best ideas'. One respondent felt that there had been progress in *"making sure the colonial reflexes do not jeopardise togetherness"*. Another noted: *"We are less hierarchical now. We are like the spokes in a wheel which are all equal. The GF is the hub which keeps us together"* echoed by another who said: *"TLM used play a large role in decision making, now it has become more participative"*.

However, there is still a long way to go. TLM has not yet arrived as power differences can never be fully eliminated. As one said, *“while the IC voice has become louder, it should become louder still.”* And it is not just an IC/SC difference. Some of the smaller SC also feel a bit left out or left behind. The eternally contentious question of member fees, particularly for smaller countries heavily dependent on government funding, remains highly divisive on all sides. Furthermore, although there has been significant progress on the question of local autonomy (as we shall see later), the on-going dependence both in governance and finances undermines how really open and therefore equal they can be. As one said: *“Bangladesh will never rattle England and Wales’s cage, just as Timor Leste will not with Australia”*. There is a limit on how much smaller ICs feel they can challenge their funders as they fear the financial consequences. One respondent also noted that ‘equally valued’ worked both ways – *“you cannot just take the nice bits”*. Being equally valued, meant stepping up into equal responsibility and being open to mutual accountability.

2.3 Mutual Accountability

- *To what extent is the GF meeting the objective of enabling mutual accountability?*

The survey score for Mutual Accountability was the lowest at 3.86/5 demonstrating that this is probably the hardest of all the GF objectives to put into practice. It requires voluntarily sacrificing autonomy.

Still, this 77% score is still pretty high - 13% improved since 2016. Respondents felt there had been significant improvements in global standards in a number of areas. One gave the example of: *“The process of the annual country review and the membership review which is done every two or three years have positive effects in lifting up standards and setting good practices in many of the things that we do from HR to finance, to programmes and to other areas”*. Furthermore there is also *“a lot more transparency with what countries do - there’s a bit more accountability to each other, which is good. Generally, I think we are moving in the right direction”*.

When safeguarding scandals hit, TLM felt it was *“behind the curve”* as funders became more stringent very quickly. The GF tried to respond in a decisive, yet inclusive way. *“Safeguarding has become a massive issue and a requirement by all institutional donors. Accordingly, because of the global fellowship, we managed to get to a place where every country is taking safeguarding seriously, and everyone has a really strong process”*.

But mutual accountability is costly. The lack of response from South Africa to global standards eventually led to their removal from the GF. *“South Africa was not in a position to meet some requirements of the GF such as safeguarding, HR matters and risk assessment for four or five years. The member review committee brought the issue to the global board”*. While there were obviously issues with the way this was discussed and communicated within the GF, and on-going deep sadness, their departure shows that the GF is not merely paying lip service to mutual accountability – the objective has teeth.

Tensions remain, however, in setting global standards for diverse entities in different contexts. Some of the ICs in particular have concerns that they are being forced to ‘adopt’ frameworks from funders, rather than genuinely being able to ‘adapt’ global standards into distinct cultural contexts. Other

smaller SCs feel they are being burdened with bureaucratic policies that do not fit their size and informality.

2.4 Effectiveness of TLM Members and GF as a whole

- *To what extent is the GF increasing the effectiveness of TLM members and GF as a whole? To what extent has the GF brought synergy?*
- *How well has the GF responded to the challenges from 2016?*

Respondents scored the GF 4.04/5.00 on improving effectiveness – a 13% improvement on 2016. Smaller members, in particular were pleased with the returns from the investment of time and money in flagship priorities - key 'enabling' elements in the strategy.

- Advocacy, external voice
- Research
- Fundraising
- Leadership development
- Involvement of persons affected by leprosy (3.98 – 27% improvement)
- Local governance

These involved extremely impressive responses to the challenges highlighted in the 2016 report. In these different areas, respondents gave many examples of evolving synergy - the whole becoming greater than the sum of its parts. Such achievements are even more remarkable given the challenges from the global pandemic in last two years.

Advocacy, external voice, visibility

TLM has made considerable progress in advocacy and influence, especially considering its history of service delivery. As one said: *"The GF managed in the past five years to change its profile at the international level and to move as a fellowship to greater impacts, having a great role in the global situation where it has been working with others. In the past, we were more focusing internally."*

They did this in a number of ways, including:

- Creating a global advocacy role and employing first Pradeep and then Mathias;
- Developing a close relationship with UN Special Rapporteur Alice Cruz;
- Strategically targeting big global events – *"Our level of external influence improved with more involvement on the UN platform. The GF facilitated in UNCRPD"*
- Actively involvement with ILEP, illustrated by Brent becoming the ILEP President and more than 70 TLM participants at the recent ILEP conference
- Engaging with other actors like GPZL
- Analysing UN reports and producing shadow reports for the UN.

Yet while *"TLM's standing in the leprosy world has grown a lot in the last 5 years"*, there is still more to be done both globally and nationally. While the work at global level is substantially better than before, those in the team recognise, *"we are not yet leading real policy change. At most we are scratching the surface"*. Others feel that although there is good work going on in countries like India (not really captured by current KPIs) there is much more than countries offices can do nationally.

Research

Over the last 5 years the research component in GF has gained much greater prominence. *"We have started to build our research capacity and invested millions of pounds into research"*, building a new

research centre in Nepal. The GF has actively involved member countries in determining the research priority areas that work for all. Post-COVID, funders increasingly appreciate the potential “game changing” difference that research can make.

Fundraising

Despite COVID, TLM income has somehow managed to maintain its income and even increase it slightly in 2021 to £38.4m. The decrease of £2.5m in ICs was more than made up for by an additional £3.4m from SCs. TLM achieved a 17% increase in private donations in 2021 compared to 2020. It also managed to put together multi-country consortia with ILEP and GPZL members for funding from institutional donors. In 2022, the GF with SC support and funding has launched a global fundraising campaign which is already being used by members who are seeing both increased awareness and funding for leprosy.

Leadership development

Leadership in the GF has improved over the last five years, partly because of the “*really amazing people - people of very high quality and experience at IO level*” and also the investment in the leadership development programme over the last four years. 60 leaders have already been through four cohorts. Most respondents were very positive about the impact that this has had in understanding cultural differences, improving relationships and reducing defensiveness and territorialism. The programme has been broadened to encompass mid-level staff, which has helped distribute leadership more widely in TLM. “*It’s probably one of the strongest things that we developed in the past few years*”. This training programme was complemented in 2020 and 2021 by some members online attendance at the Global Leadership Summit.

Once again, respondents acknowledge there is still a way to go. They point out that some leaders still talk about empowering staff or succession, but in reality behave quite differently. The leadership development need may need to go deeper to address unyielding attitudes and behaviours.

Persons affected by leprosy engagement and voice

The survey rating for involving people affected by leprosy showed a significant 27% improvement over the last six years to 3.98/5. As one respondent said: “*The GF gives opportunities for meaningful participation of people affected by leprosy. I am on International board of trustees and another person affected is also on the Board of TLM in England and Wales. There are more opportunities to make the voices of people affected by leprosy heard. Even at the highest level at the UN, we have a voice. We have opportunities to share experiences in conferences*”. Persons affected by leprosy are also on the boards of TL Scotland and Nepal. This improvement has been influenced by co-opting Amar Timalina from IDEA International onto the GF board; appointing Mathias Duck as advocacy lead; involving many people affected by leprosy in international platforms such as the International Leprosy Congress in the Philippines and the NTD Conference in Ethiopia; and actively participating in a 250-strong WhatsApp group for Global Leprosy Champions. Furthermore there has been increasing support for organisations of persons affected by leprosy like ENAPAL in Ethiopia, MAPAL in Myanmar and ALO in Bangladesh.

While the GF has managed to solicit more inputs at the international level, it is harder to get inputs from the field, where constraints such as low education level and communication skills inhibit meaningful engagement – “*we need to equip ourselves through education in order to represent*

people affected by leprosy in a better way". After all, "English-speaking males are not representative of people affected by leprosy".

Independent local governance

There has also been significant progress since 2016 in local governance with Myanmar and Niger achieving independence in 2020. Timor Leste became independent in June 2022 and Bangladesh will follow, hopefully in 2023. In DR Congo and Ethiopia, this process is still in its early stages, slowed down by the COVID pandemic.

Local boards are a key part of the equity objective, vital for sustainability and also reducing the workload (and therefore cost) of the International Office. So some respondents believe more needs to be done, *"the process is taking unnecessarily too long"*. They say: *"too much control from the GF will hinder our growth. You have to allow countries to make their own mistakes. We have donor-driven funding that at times forces us to do things we are not good at"*. Some also pointed out the costs of not being locally registered. For example in Nepal and Bangladesh you are unable to fundraise domestically if registered as part of an International NGO. It also means that with line management from the International Office (IO), it is impossible to address the power dynamics. As one said: *"How can I disagree if Brent is my board chair?"* Furthermore, the on-going management of these country offices by the IO is time-consuming with some IO posts currently focused the majority of their time on providing support to these offices. Continuing to provide local governance role means that the IO is much more costly to run than if it only operated as a GF secretariat.

But others remain unconvinced about the benefits and feasibility of having well-functioning national boards, highlighting the risks *"in allowing those boards to be autonomous quickly"* and questioning the relevance for all implementing countries.

2.5 Christ-centredness

- *To what extent is the GF living up to our Christian values? To what extent is our Christian identity providing the glue for holding the GF together? How has our Christian identity enabled the GF to influence transformation in the lives of the people the GF works with and in the lives of people who work for the mission?*

Christ-centredness at 4.58 received the highest score in the survey – an improvement of 17% on an already impressive score. It demonstrates that the GF has done well in putting Christ-centeredness firmly at the centre, making it an explicit objective in Strategic Plan with its own KPIs.

As one respondent said: *"Our Christian value is the golden thread that runs through the whole organization. It's how we relate to people. It's about how we speak to people, how we show respect. It's about how we work out difficult situations and have difficult conversations. We actually seek to follow Christ's example in those things. For me it is the air that we breathe and flows out of people's character in the organisation. Christian values are about standing with people in partnership during good and bad times and doing what you can as best you can to support through that"*

Prayer is a core part of the TLM culture. *"We are genuinely rooted in prayer, not just saying we pray. We even pray for people in job interviews or in the midst of disagreements"*. The Global Day of prayer; The Bridge prayer diary; Weekly Zoom prayers; the Ask prayer diary and Prayer Mate all show how much TLM really believes in the need to depend on God. TLM has invested in a Spiritual

Ministry member working group which *“is doing excellent work and keeping ourselves focused on the Christian values”*.

What is more impressive still is that TLM’s faith is more than just activities and words, more than simply theology. It is about lived behaviours, which are sadly all too rarely modelled by divided churches and Christian organisations. This contributes to the longevity of staff: *“One of the things that attracted someone like me to TLM is that it is a Christian organization. I see it as a calling. That is why I stayed long like some of my colleagues”*. On the whole, TLM leadership and staff put into practice what they believe about core Christian values such as humility.

2.6 The Impact of COVID on the GF

- *What major changes in the external environment have we experienced in the last five years and how have they impacted our working together as a Fellowship?*
- *What lessons has the GF learned from its functioning in COVID?*

These achievements are even more impressive as they have taken place during COVID. The pandemic had a huge impact on TLM country offices and programmes. TLM lost 14 staff in India and Bangladesh while others retired. *“Covid-19 has created very difficult circumstances for staff, volunteers and leadership - personal health has been impacted by that, and there have been colleagues who have died and family members who have suffered it. We also lost a number of people affected by leprosy because of the pandemic. It was devastating.”*

The global pandemic had a huge impact on programmes, slowing down and in some cases stalling implementation. As so often, the poorest countries were affected the most: *“COVID also affected the progress towards the targets we have set in our strategy”*. It inhibited progress on Zero transmission as more than 120,000 people are estimated to have gone undiagnosed – *“Previously we used to detect at least 3000 in a year. During the pandemic it became 600 in a year”*. Leprosy treatments were compromised and mental health issues spiralled: *“People affected by leprosy who were struggling before, were hard hit by lockdowns because of limiting services and disability prevention. There was a lot of stress, anxiety worries”*. Furthermore, COVID hit TLM India, Bangladesh and Nepal hard through the loss of essential patient income.

TLM countries responded incredibly well to *“make extra efforts to reach out to leprosy patients who could not come to the clinics. Staff would travel and deliver medications”*. Programmes suddenly had to innovate and adapt. When lockdowns were announced, countries like Myanmar moved to digital almost overnight shifting services to WhatsApp and Zoom. In many countries TLM established remote consultations (Bangladesh has been shortlisted for ALM’s NTD Innovation prize with the work actually carried out by ALO, the association of people affected by leprosy). *“The Covid pandemic has also influenced us to give due attention (invest more) to the mental health needs of people affected by leprosy”*.

COVID has driving creative TLM thinking about better ways to work with partners at community level. With no one able to travel, it was only *“community structures who were carrying out activities without interruption. We learned how it is important to partner with and strengthen local groups”*. These included churches: *“we also began to work together with the churches to reduce stigma against persons affected by leprosy”*.

The GF also rose to this challenge. The GF stood in solidarity with TLM India making up for their temporary loss in income and also helped out Nepal, Mozambique, Myanmar and Ethiopia. The GF worked closely with ILEP and the WHO to ensure that issues around the supply of MDT drugs in some countries (including India) were addressed during Covid. Possibly just as significantly, the GF provided prayer support and encouragement *“so that we felt we are not alone. Though we experienced lockdown on all sides, we felt that GF was always available”*.

This same shift to digital also took place within the GF with meetings moving online. The lack of face-to-face contact in the GF undoubtedly meant *“we lost something over the last two years”* as *“online meetings affected us adversely”*, but on the other hand meetings became more regular and less costly. *“The GF board used to meet twice a year - face to face for a week. We have now been meeting quarterly by zoom and that's kept everybody far more in touch with what's going on. Similarly, we've also been having quarterly meetings with country leaders, RMG country chairs, national chairs etc. So I think from a communication point of view, it has helped us”*.

3. Learning about success – identifying the Fellowship glue

- *What have we learned about GF performance and functioning?*

Why is TLM functioning so much better than other confederations? What are the secrets of success? What is the glue that holds the Global Fellowship together?

The most obvious ‘motivating’ ingredients in the glue are:

- Christ-centredness
- Dynamic, servant leadership
- Trusting relationships
- Single issue focus on leprosy

The ‘enabling’ ingredient is:

- Strong GF instruments for collaboration

3.1 Christ-centred

Practicing Christ-centred behaviours is undoubtedly one of the most important elements in the TLM glue. It is what sets TLM apart from secular families of NGOs – such as ActionAid or Oxfam. Having a shared commitment to an ideology such as ‘right-based approaches’ is simply not as binding as faith. TLM is rooted in prayer: *“we pray for each other, we pray for the work that we do, that we ask God’s guidance and that we give it over to him and ask him to lead in what we do”*. As mentioned in the previous section, however, it is more than simply shared theological belief or religious activities, but it is genuinely living out Christian values of humility, putting others before self, including other parts of the GF before your own organisation. This unity is a powerful role model to the divided church.

3.2 Dynamic, servant Leadership

This genuine outworking of faith is clearly directly related to the quality of Christian leadership, both in key roles within the GF and also throughout TLM – *“we are blessed with really fabulous people”*. Many influential country leaders have increasingly modelled ‘dual citizenship’ whereby they recognise they have allegiance to both their country office employer, but also to the GF as a whole. Country Leaders and Board Chairs appear to have got more involved in the GF. In the last six years the IO has managed a successful leadership transition from Geoff Warne to Brent Morgan. Brent is universally respected and trusted throughout the GF. He is both visible, approachable yet vulnerable. *“We have got a superb International director, Brent. I think he’s grown from strength to strength in the five and a half years”*. As one who knows him well said *“I’d trust him with my life”*. Having stability and wisdom at the board Chair level has also helped as well as a Senior Leadership Team who share leadership responsibility.

This strong leadership stood TLM in good stead in the last two difficult years. ‘When a crisis like Covid-19 strikes, if you have a strong culture and sense of purpose that your leaders role model every day, you can weather the storm better than most’ according to Alain Beijani (quoted in Auria 2020). It is not easy to cascade down this culture, but in the GF it appears that leadership is becoming more genuinely distributed, partly as a consequence of the leadership development programme. The TLM staff surveys that show TLM above comparator benchmarks in everything demonstrate a healthy, empowering culture.

3.3 Trusting Relationships

This has in turn contributed to trusting relationships throughout the GF. As one leader said: *“I’m a strong believer that if you want to be effective in anything, it all starts with relationship.”* A confederation is not a structure, so much as a community of people that has to work hard to overcome the inherently divisive pressures of diversity. Trusting relationships in TLM have been helped by relative stability amongst the leadership. In the survey monkey, 95% of the respondents been with TLM for more than 2 years, and many for more than 15. The length and depth of these relationships is obviously good for unity and these friendships gives vital meaning, purpose and connection (though there is a shadow side if this long history means that people get set in their ways and no longer challenge each other). TLM has also worked well to induct new leaders into the GF family, seeking to spend time with them and stay in their homes. This has led to *“increased positive relationship among member countries compared to the previous time – we stand one for another”*.

Trust is critical in any group as it speeds up decisions and reduces conflict. Even with the creation of the GF, people recognised that it was *“a gutsy move with an honest intention”* to shift power and improve effectiveness. This trust has helped overcome differences in culture, context, theology.

3.4 Leprosy Focus

The importance of having a common focus on leprosy should not be under-estimated. Studies of global alliances talk about the value of the ‘power of one’ – of having a single sector to focus on (Tallack 2020). Leprosy and love for those affected has provided a powerful bond in TLM over 150 years. Stories of Jesus’ encountering people affected by leprosy provides strong Biblical motivation to respond, in ways that more general ‘NTDs’ do not. Leprosy provides a special and spiritual connection - *“Leprosy always has to be somewhere in the mix”*.

3.5 GF Instruments

While these other elements provide the ‘motivating’ component in the glue, it is the GF instruments, that provide the vital ‘enabling’ ingredient in the glue.

- *Are the various instruments working coherently for the benefit of GF? Are they still relevant?*
- *How well are different GF instruments functioning? International; Charter; Governance; Annual members meetings; MAWGs, and RMG*

International Office

The International Office performance is really impressive with high and improving scores in the annual satisfaction surveys (4.72 in 2021). Dealing with the departure of almost all the senior staff in the last six years, makes this all the more remarkable. Simply the fact that satisfaction surveys for the IO take place every year, shows that the IO is paying close attention to how it is doing. These studies indicate that the IO has been particularly effective in facilitating, documenting and communicating an inspiring strategic direction. Respondents also highlighted their value in developing and implementing useful systems for regular monitoring and learning. A number also mentioned their progress in online communication, such as Glasscubes.

There are on-going frustrations with members fees however, particularly for those SCs who raise money largely from institutional donors. IO has worked hard to be transparent *“We have tried to indicate the breakdown of the percentage time of the international office in the last budget: dealing with admin, supporting smaller countries, which may still have their own boards, supporting new*

boards, undertaking other legal things that we have to do as a company, administering the pension fund and so on and so forth". Yet still a number of members express concerns with the IO cost base and have the impression that "The staff of IO is growing fast and the global costs for functioning are high. This has to be addressed."

Demands on the IO always exceed the resourcing members provide. The IO faces huge and diverse expectations, but often without the funding to make it happen. Simply providing line management support for countries without local governance takes up at least 30% of the IO budget. It may be that some members abdicate responsibility to the IO - as one Country Leader pointed out: *"When we say, 'Oh the IO should do that' we have two choices – either we fund them to do it or we do it ourselves"* and another said, *"we member countries should effectively discharge our roles and responsibilities instead of simply waiting for the IO to do each and every thing."*

Board

During this period, the TLMI board became a GF board which is a significant shift in remit and role. *"The International Board has a stronger presence now as compared to earlier."* The Board self-audit in 2022 came out positively, with improved frequency of meetings and better reporting back to members. In addition board membership has become younger and slightly more diverse (including co-opting Amar Timalina onto the board). Yet it is still strongly weighted towards Anglo-Saxon countries with three members from Australia, one from New Zealand and three from the UK.

RMG

The RMG is more representative with three ICs and three SCs. It is also the most self-critical of all groups (a positive indicator). They are engaged, but concerned that their current Terms of Reference does not fit what they are doing. The Satisfaction Survey pointed out that the RMG had been more active in providing feedback to members, but they feel they could do more communicating between each other before and after meetings.

MAWGs

Each of the MAWGs (Fundraising; Policy and Standards; Membership; Spiritual ministry; Strategy) conducted a self-assessment as part of this review. MAWGs have been an important tool for the GF to engage with mid-level staff as participation goes beyond the Country Leaders. It has helped staff understand the role of the GF and encouraged them to take more responsibility within the GF. This has promoted unity. The self-audits were all very positive, although there are areas for each to improve in terms of clarifying their remit and improving consultation with members and communication amongst the team.

Annual Members' Meeting

Members and ICs in particular, are generally very satisfied with the Annual Members' meetings. The survey scores of 4.07/5 represents a 13% improvement since 2016. In many ways, having online meetings on Zoom in 2020 and 2021 proved surprisingly effective, although obviously there was a *"loss of social capital through not meeting"*. It is difficult to have sensitive, tricky meetings on Zoom.

Some respondents questioned the frequency of the meetings – perhaps shifting them to every 18 months. Another suggested inviting the Chairs to every other meeting. Others saw a more hybrid approach supplement face-to-face members meetings with 6 monthly meetings on Zoom.

Member Charter

According to some respondents: *“The member charter remains the key point of reference it guides as and our relationships and gives us direction to work”*. They feel that *“though there are conflicts, the partners follow the spirit of the charter”*. But it is not clear whether leaders or Board members who were not part of the development of the Charter 12 years ago, understand it to the same degree. Some felt the Charter *“has lost strength and meaning as new people have joined.”*

4. Current and Future Challenges

- *What is the future we are going to be looking at?*

Looking ahead into the future is a sobering exercise. The future does not look bright. Tough times are ahead for the planet, for people affected by leprosy and for TLM. There are obvious, long-term trends that overall look bleak, but there are also cross-cutting trends in positive directions. While they might be predictable, their speed and influence is not, especially as different countries will experience them differently and may be more affected by what is going on within their country. Some of the most significant trends include:

Rising inequalities, poverty and natural disasters

Climate change due to rising greenhouse gases and global warming will have an accelerating impact on our planet. It will lead to erratic weather patterns, floods and droughts. This will in turn encourage migration within countries as well as across borders (potentially affecting leprosy transmission). Climate change also is likely to have an influence on national economics and may encourage political turmoil. We are likely to see increasing pressure on limited planetary resources (such as minerals and even water) fuelling conflicts. On-going crises may become the norm.

Across the world we see **rising inequalities** within and between countries. According to the 2022 Global Risks Report by 2024 GDP growth in developing countries is likely to be 5.5% below expected, while advanced economies will be 1% above. This equates to extra 51m people in extreme poverty. Global divergence will also exacerbate tensions within and between countries. The poorest and most marginalised are usually the hardest hit. Rising inequalities are likely to adversely impact on people affected by leprosy.

We are experiencing considerable **insecurity** across the world with 49 wars currently taking place (of which Ukraine is only one). TLM countries are being affected by unrest and conflict in Mozambique, Myanmar, Ethiopia and Sudan.

In many places this is accompanied by a populist political shift to the right and more authoritarian governments. The space for **civil society is constricting** in many countries. There is increasing discrimination against Christians in India, with respondents experiencing “*more media attacks on Christian organisations*”. And not just in India - according to Open Doors: “Across 76 countries, more than 360 million Christians suffer high levels of persecution and discrimination for their faith – an increase of 20 million since last year.”¹

The **legitimacy and public trust in international NGOs** is declining in Supporting Countries (due in part to high profile scandals). In a number of Implementing Countries, governments are placing increasing restrictions on foreign funding and operations in the face of the perceived hegemony and power of global North. This is reinforced by increasing emphasis on **locally-led development**. One recent survey of CEOs in INGOs revealed that 73% said specifically that this was their explicit priority. The trend toward decolonising the aid system has been encouraged by the aforementioned questioning of Northern NGO legitimacy as well as movements such as #BlackLivesMatter and

¹ <https://www.forbes.com/sites/ewelinaochab/2022/01/20/one-in-seven-christian-minorities-under-threat-in-2022/?sh=3108e1717d2d>

#ShiftthePower. In TLM, the GF was set up in a large part to encourage this locally-led development. Many ICs have been increasingly supporting organisations of people affected by leprosy organisations growing paying greater attention to hearing directly from those TLM is set up to serve. As they become more empowered, these organisations are likely to demand ‘active and meaningful participation’ (as stated in the UN Right to Development).

Funding trends

A global economic recession looks likely post-COVID and with the fall-out from the Ukraine war. Government aid funding is likely to be directed towards domestic concerns. In many cases, COVID has further encouraged increasing nationalism and less global solidarity, with a consequent reduction in international aid funding. The most recent studies predict that the quantity of aid funding from the global North is likely to diminish (Thompson et al, 2022).

But also the quality of that funding is likely to fall too. Many governments appear increasingly stuck in perpetuating top-down, self-interested programming (focusing on how it will benefit our own national interests). Their demands for pre-financing of contracts, scale of grants, ‘proving’ value for money are increasing. Funders are also wanting more feedback and *“requiring that we have good processes in place to avoid bribery, anti-corruption and money laundering”*. Even the most far-sighted and generous donors (such as Sida, NORAD and Danida) from Nordic countries are becoming less flexible and more controlling.

In the light of the global recession, inflationary pressures and reduced government support for social services, there is likely to be considerable pressure on funding from the general public. The market is likely to get even more congested, especially difficult with the post-COVID attention to domestic concerns. In addition many charities, including TLM, are suffering from an ageing donor base (disguised in the short-term by increased legacy giving). Young people want more hands-on, temporary engagement, rather than life-long monthly giving. For Christian charities in increasingly secular SCs, declining church attendance makes the fundraising challenge even harder.

Leprosy and shifts in Health policy

Leprosy needs are likely to increase. *“We are seeing that the transmission of leprosy is still happening, and it is probably much more widespread in some of the countries (e.g. Mozambique, DRC, Ethiopia etc). At international level, there are many countries where either the coverage of leprosy services is not adequate or is always not identified. The burden of leprosy is bigger than we realized because the coverage of health services is limited and so we have only a limited picture of what is really happening. Once we start moving into more rural areas which were not covered, we might find more than what we thought”*.

But at the same time leprosy expertise is diminishing. *“Our biggest threat is the loss of the leprosy expertise – we are seeing that surgeons/doctors retiring now because of their age”*. Already gaps are growing. Respondents noted: *“not many health workers know about leprosy. Younger scientists are not interested in leprosy as the current health system is struggling with new issues/problems”* In Bangladesh now, TLM is the only organisation with this leprosy expertise. The biggest challenge for the GF may be that the profile and expertise of leprosy will continue to diminish.

Other organisations are also part of the leprosy ecosystem. The WHO produced an impressive and important 10 year Roadmap for leprosy. One respondent observed: *“The engagement level of big organizations like WHO has increased. There are a lot more cooperation and shared goals and objectives at global level like the global forum (GPZL) and other global forums where the leprosy mission and other members are working together. Another noted “GPZL is taking a very central role in terms of the direction and approach for leprosy implementation across the world.*

Increasingly leprosy is becoming viewed in the context of other NTDs, not being treated vertically as a single disease. The considerable overlap in prevention and treatment processes with other NTDs, such as Buruli Ulcer or lymphatic filariasis. This means that integrated case management and combined approaches may become the norm. Over the past few years, the NTD movement has become much stronger with increased energy for collaboration. This will affect TLM in a variety of ways. *“World Leprosy Day has recently been rebranded as World NTD Day for example”*. Institutional funders are now no longer prepared to fund leprosy in isolation *“they want to fund leprosy in an integrated point of view. They will only give money if you are proposing an integrated intervention”*.

Technology in a Digital World

There are also important, positive advances in technology supporting more effective programming for leprosy, such as PEP (Post-Exposure Prophylaxis). Advances in Artificial Intelligence and increased access to smartphone in villages opens up possibilities of better diagnosis, early detection and treatment.

“The world will be digital and it will affect everything”. It is an unstoppable shift. Technology brings great opportunities in programming, but also in organising and in fundraising. Using technology can make operations much more cost effective. TLM has seen improved internal communications with Glasscubes as well as the ease of virtual meetings on Zoom. Robotic Process Automation may further reduce back office costs. Digital fundraising enables organisations to connect with a much greater number of supporters, yet in a more personalised way for less cost. Yet studies show that most NGOs still feel technologically incompetent.

There are obvious and important risks associated with this unstoppable digital shift including:

- The rise of misinformation and fake news
- A widening digital divide as most people in the world still do not have access to the internet and even some SC do not have a website yet nor fast, reliable, fast internet – let alone the IT skills to take advantage of new technology.
- Affecting relationships through more online interactions.
- Safeguarding issues
- Data protection and cyber security
- Technology is both costly for initial investment and yet also quickly becomes out-of-date

Digital transformation is not quick, easy or cheap. NGOs will need to do it as well as they can.

Furthermore, as well as these predictable trends, we know all too well from COVID, Ukraine, and recent natural disasters (such as the Nepal earthquake) that TLM will also be hit by unexpected shocks. Some will profoundly disrupt the global systems in ways we cannot imagine. So while we cannot know what the future holds for TLM, we need the courage to look up and then plan on the basis of potential future scenarios. If these are some of the major ways in which the world is likely to shift in the next five years, what does this mean for TLM? What are the implications for the GF?

5. Learning and Ways Forward

- *What do we need to do differently to be 'fit for purpose' and 'fit for the future'? Are there more efficient ways of operating as a Fellowship (e.g. clustering)*
- *What is the commitment that Members should keep, maintain, increase to support the IO and the GF?*

The GF has done remarkably well in the last six years. Performance, whilst obviously not perfect, has been incredibly impressive. But it is also very clear that TLM's operating environment is likely to get even more demanding. There are no easy answers because many of the challenges that TLM has faced and will face even more are not 'problems to be fixed', but 'complexities to navigate' in the storms that lie ahead.

There are inherent paradoxes which will never be fully resolved, especially in a fellowship as broad as the GF. For example of 150 recommendations for improvement from the Survey Monkey, none was mentioned by more than 10% of respondents. More fundamentally, many of the suggestions appeared contradictory – of the 8 people who recommended greater autonomy for countries, a similar number recommended more centralised direction from the GF; some wanted more travel, others less; some more investment in the IO, others less. So there are no simple answers to these on-going strategic dilemmas. Ambiguities and trade-offs will never go away. It is about living with, and even loving strategic questions such as:

- How do we become more agile, whilst being inclusive of all?
- How do we strengthen our GF glue, whilst still focusing on impact ?
- How do we shift power, whilst remaining aligned and accountable?
- How do we accelerate implementation in all three zeros simultaneously?
- How do we ensure we maintain leprosy focus, whilst better integrating in NTD world?
- How do we get up to speed with technology without enhancing digital divide?

So TLM will have to live with, and rigorously learn from such complexities in an increasingly turbulent external environment. The good news is that the strategic direction that the GF has set itself remains relevant and vital for the future. In addition, many of the existing strengths that the GF has developed will be the core capabilities needed in the future. So the 'ways forward' are not new or radically different, merely on-going adaptations of what TLM is already doing.

5.1 Become more agile

Looking ahead, the only thing we know for sure is that the future will be challenging and uncertain, characterised by disruption and discontinuity. Organisations will have to better prepare for resilience. As changes in the external environment accelerate, organisations will only survive by rapidly evolving, by becoming more agile. Research suggests that future-fit organisations will behave a bit like 'start-ups' with lots of experiments, learning what is working (and what is not) and making quick decisions accordingly. As one respondent said: *"We spend too much time on planning for the long term - future, and the world has showed us now that we need to incorporate a huge amount of flexibility into any planning to the future."* TLM has been working on improving its agility since 2019 with its 'fit for the future' OD process. Looking ahead may need even more attention to agility.

What does such agile working mean in practice for TLM? It could mean improving:

- Open planning systems, listening directly to those TLM exists to serve;

- Learning systems that focus on key strategic questions. TLM is already innovating in different places, so it intentionally needs to learn from these practical experiences and apply them to strategic questions facing the GF;
- Staff skills to read the changing environment *“we need to upskill our political analysis”*;
- Decision-making becoming even closer to the field, decentralising where possible;
- Collaborative working with more flexibility in national structures,
- Having funds set aside for innovation or emergencies
- Unrestricted funding (which TLM has increased by 26% since 2018). Institutional funding inhibits agility. As Thompson et al point out ‘Only organisations that have 80-90% public funding are going to be able to change any time soon’ (2022:12). Although TLM is aware of the dangers and institutional funding is only at 14%, at least one respondent had the impression that *“the fellowship is mainly focusing on institutional funding”*.
- All this requires a GF culture that becomes characterised by agility. This will need decisiveness, courage and therefore huge trust.

5.2 Work on TLM glue even more

‘The future of aid is network-based, platform based, locally positioned and globally connected. Decisions are made as close to the ground as possible and resources allocated accordingly. But the common threads and ties that bind the system together, not in an organisational or institutional way, but as a web, a network of expertise, experience and learning’ (Thompson et al 2022:17)

Every single confederation has inherent tensions. These pressures can pull apart, especially under stress. To survive and even thrive TLM will need exceptional strength to hold together and operate effectively. The TLM glue has become impressively strong, but it cannot be taken for granted. All five core ingredients need continuous maintenance and investment:

- **Remain Christ-centred in creative, inclusive and life-giving ways**

Retain the dependence on God through prayer. Avoid the dangers of tempting large-scale funding from Governments that push a secularising agenda and also avoid polarising theological debates that are not central to the mission.

- **Deepen leadership development**

The GF could not function well without exceptional leadership even in stable times. When the future is uncertain and unpredictable, the question ‘Do we trust our leadership?’ becomes even more critical. To be decisive and inclusive, leaders have to have huge reservoirs of trust. And when then taking hard decisions, leaders have to demonstrate their benevolence, ability, integrity and predictability (Hope Hailey 2022). The leadership development programme has made a difference so far, but some respondents noted that, despite the rhetoric, some Country Leaders did not really empower their staff. The programme may need to evolve to become even deeper and more personal, helping leaders grapple honestly with their failings, become more vulnerable and genuinely plan for succession. Another said: *“We have to get sustainability/succession/exit mindset onto the leadership development course. We still have the same leaders for decades”*.

TLM should continue to broaden its leadership, in particular by involving more people affected by leprosy at senior levels. It has made good steps, but there is further to go. Invest in the education of leprosy champions but as one warned; *“When they become vocal and articulate about their concerns, we tend to become threatened by them. We need to support them and engage with them meaningfully”*.

- **Strengthen relationships through deepening trust**

The GF is a community of people and as with any community you have to work hard at relationships. Agile decision-making will need deep trust between different members. As new people join, the community changes. TLM will have to continue to invest time in integrating new people into the TLM way and in getting to know what they are bringing (newer leaders tend to be less positive about the GF than those who have been there for more than 5 years). With those who have been there for some time, it may mean making a concerted effort to deal more openly with difference (and latent conflict under the surface); and in giving sensitive, but constructive feedback to each other about blind spots so that behaviours and relationships can improve. As one respondent said: *“Sometimes we do not challenge our friends”* and another *“because we are so supportive we do not deal with difference well”*.

Institutionally it may mean stronger inter-member collaborations, such as the Nordic Hub. It could mean more shared back-office services and even member consolidations through mergers between some smaller SCs (as is happening in Save and Plan). TLM could continue to be more collaborative in programming *“asking where we can add funds and fill a gap letting others lead as we backfill”*.

This will also require further work on equity. Respondents acknowledge *“SCs still have power to decide where they want to work. ICs not much they can do about that. Another put it: “there is no room for us to say no - we do not have yellow and red cards”*. As with many international agencies, there is still a ‘white gaze in development’. Respondents pointed out the need for better listening and safer spaces to express concerns. There may be an opportunity to put ICs first in programming decisions *“We have a ‘people first’ principle in TLM. Is it worth adding ‘IC first in programming’? or even people affected by leprosy first”*. This equity is not limited to IC/SC divisions, but also real concerns that some of the smaller SCs like Finland, Denmark, Hungary and Germany could be left behind or submerged under *“bureaucratic burdens from the IO”*.

- **Adjust and continuously improve GF instruments.**

The ‘enabling’ glue of the GF is already strong, but needs regular maintenance.

International Office:

The annual IO satisfaction surveys assist in identifying areas for improvement - recognising that the IO will always be asked to do more than it can (so more understanding of its role and contribution always helps). As a member overhead, the IO will have to continue relentlessly seeking to reduce its cost base, for example by potentially phasing out its resource-intensive local governance role within a fixed time period. Some respondents also felt that it might do more to localise its technical support to reduce costs and shift the power. The MEL and communications systems in particular have made significant steps, but to encourage even greater agility, they will have to further improve to enable rapid learning and decision-making at country level.

A few respondents highlighted the need for a more strategic approach to finance at the IO giving strategic support to ICs and SCs and the GF as a whole. Others emphasised the need to ensure context specific policies that were genuinely global, not simply “*coming from a British background and legal system.*”

The Board and RMG

Both are performing reasonably well, but a light touch updating to their terms of reference may bring greater clarity for members.

Member working groups

The member working groups are providing a valuable function. Each of the different groups also identified areas for improvement during the self-audit process. The common themes included: refresh their remit; better consultation with wider membership before and after meetings and better internal communication amongst team members. Many members do not grasp the role and purpose of each MAWG. Now might be a good time to take stock and re-assess how to reconfigure member groups to align with strategic GF priorities. For example, some might become Strategic Learning Groups.

Annual Member Meetings

Member meetings are vital for relationship and the GF has suffered through not being able to meet. In future, there is the possibility to alter the:

- frequency (one respondent suggested every 18 months or two years)
- attendance (another suggested having Chairs at every other meeting) and
- modality (respondents suggested using regular Zoom meetings every 3 or 6 months to supplement more costly face-to-face)
- improve the process - “*We need to make best use of our time when we all are gathered together. We need to make time to discuss difficult things, not just hear reports and presentations (which can be done remotely)*”

GF Charter

While people acknowledged the Charter, it was not clear whether it really ‘lived’. To encourage the notion of ‘twin citizenship’ - “*recognising global, not merely national responsibilities*”, there may also be value in revisiting and refreshing this Charter, leading to a potential renewal of vows.

- **Retain a leprosy focus, whilst operating in an NTD world.**

This final ingredient in the GF glue, the leprosy focus, will be addressed more in the next section. TLM will have to navigate the paradox of maintaining the leprosy distinctive, whilst recognising that it has to integrate into a NTD world with pressing and competing concerns. TLM is always going to be a niche player, but that niche may need to adapt as the world changes.

5.3 Fast-track digital transformation

The world is becoming digital whether we like it or not, whether TLM is ready or not. “*Currently we have low digital skills, capacity and confidence*”. To reap more of the potential benefits of digital technology (in programming, organisation and fundraising) but without enhancing the digital divide or increasing security risks, “*TLM needs to up its game considerably*”.

Opportunities abound. Artificial Intelligence is increasingly being used in diagnostic systems. Technology may be harnessed *“to gather reliable data at country level and undertake context-appropriate awareness raising activities”*. Digital technology creates *“opportunities for cross-border digital fundraising. Opportunities to reach and engage with more supporters cost effectively, especially as traditional ways of fundraising (direct mail and in-person talks) are becoming more costly. Digital allows us to show what we are doing increases trust) to bring supporters closer to beneficiaries; to tailor, enhance and personalise supporter relationship and thereby make TLM more effective”*.

But it also brings real risks of enhancing the digital divide. It raises important safeguarding and data security risks. It might adversely affect a relationship-first organisation like TLM. And technology is costly to invest in and often goes out of date quickly.

So to fast-track digital transformation is vital, but not straightforward. To do it well will require a digital strategy for the GF, rather than a country-by-country piecemeal approach. The GF will need to define what technology and for what purpose? How so we adapt to it? How do we upscale? What is the journey? How do we manage the very real risks? How much will we invest, not just in the hardware, but in the skills development?

5.4 Navigate complex strategic questions

The implications for the GF strategic direction are explored further in the Mid-Term Strategy Review, but the overall conclusions are to maintain the current direction; accelerate implementation; and focus through strategic learning.

5.4.1 Maintain and fine-tune current strategic direction

Respondents unanimously agreed that the 2019 – 2023 strategy is heading in the right direction. It has clearly improved GF alignment. A flavour of the responses include: *“Stick with this. It will take us for another 5 years”*. *“I love the document, everything is there, but it just needs re-boosting to make it happen”*. A sound strategy remains appropriate even as the context shifts. The emphasis on research, advocacy, fundraising, collaboration and capacity strengthening all remain highly relevant to changing environment. In each of these priority areas respondents suggested further ways to fine-tune and improve:

Research

Members increasingly recognise the importance of research and how medicines like PEP can change everything. *“Our research need to focus on how we can strengthen early detection. We should be working towards a vaccine. More funding for research is needed for the 2035 goal.”* But to date, most members are not really funding it - *“members wanted us to be involved in the Leprosy Research Initiative, which is about £100,000 contribution each year. The board said we would do that from our reserves for the first three years, but we expected members to then take that on board. That’s not happened”*. Members may need to emulate the example of England and Wales which has started fundraising specifically for research *“it is really keeping strategic and re-boosting the strategy”*.

Advocacy

Advocacy in TLM now has a good reputation, but it may need even more attention. *“The GF is only £35m a year. That is a drop in the ocean. The most significant contribution we can make is the voice*

we have and how we use it to influence governments and health systems.” Those most involved in advocacy feel they are only scratching the surface. “We do not have the capacity to build relationships with health ministers/ambassadors to bring change.”

Others emphasise the importance of national level advocacy as that probably matters more directly to people affected by leprosy. *“The governments of the countries we work in need to include leprosy expertise in their training of doctors and nurses, physiotherapists and counsellors; overturn any discrimination laws; encourage the whole of society to realize that this is a curable disease so that people are not discriminated and are given employment opportunities”.* To be more even effective in advocacy, TLM may need even more partnerships with organisations of persons affected by leprosy. Ultimately, *“We need to make sure that the global advocacy effort is connected to local level advocacy – so that local organizations make a difference in the real lives of the affected people.”*

Fundraising

Fundraising not surprisingly continues to be a priority. If the GF members are strong then the GF itself will be strong. *“Implementing countries need to be equipped to raise funds”* as is happening in India and Nigeria. They need to become strong enough to exist outside of the GF and not depend on a single funder. Smaller European SCs also need fundraising support. But in the face of insatiable demand for support, limited GF resources will need to be prioritised.

Add more financial, business planning element

A couple of respondents felt the strategy would be strengthened by adding a business planning element. *“There is a disconnection between the financial side and the strategic delivery side. We need to have a strategic business plan around how we are investing funds sooner rather than later.”*

Adjust some of the KPI measures and processes

The current MEL tools and measures need further fine tuning to enable quick information for agile decisions. Some of the current KPIs need adjusting to measure more meaningful metrics. *“The M&E tools need to be revised so as to enable us to know how we are going to zero leprosy transmission with clear indicators. The indicators are there but there is loose connection between the indicators and our actions (projects) at ground level. We do not exactly know whether we are in the right track or not”.* The methods and tools could become more user-friendly to enable data to be gathered at sub-national (community, district) and national level. They also need to be developed in such a way that ICs realise their usefulness in decision-making at national level - not just to keep the IO happy.

5.4.2 Accelerate implementation and alignment

The biggest challenge is not the strategy document or direction of travel, but implementation at grass roots. As the Internal Progress Report shows, this implementation has been slowed by COVID in key areas, including zero-leprosy transmission and local governance. Strategy must be implemented for it to make a difference – otherwise it is just ‘words without actions’. The priority now must be to now accelerate implementation, whilst also acknowledging that much of TLM is profoundly fatigued post-COVID.

Alignment between the global strategy and national programmes is key. Countries have to adopt and adapt global strategy to develop something for their particular unique context that aligns with global, but is put into practice locally. Alignment is more than cherry picking.

For example some countries are still not doing much on Zero Leprosy Transmission. Even in 2022 new projects are being proposed without any Zero Leprosy Transmission component. More could be done to accelerate implementation of Zero Leprosy Transmission, including suggestions like:

- Requiring members to do Zero Leprosy Transmission reports and appoint a ZLT focal person;
- Recruiting a global lead on Zero Leprosy Transmission (as exists in ALM and Lepra)
- Setting up a Zero Leprosy Transmission learning group
- More research on early detection
- Selecting 2-3 countries to focus on to achieve Zero Leprosy Transmission to prove possible.
- Training barefoot medics to diagnose leprosy to support early detection
- Creating a pooled fund to support innovations

5.4.3 Focus through strategic learning questions

Focus harder than you would like

In fluid, disrupted environments, NGOs need to focus hard to create space for adapting. GF members already feel overstretched “*spread too thin*”. A number said: “*We want to add more and more but this just adds burdens. We need to prioritise a few things and do them well*”. Focus is easy to recommend, in practice very difficult, because everything is needed and justifiable. Focus requires cutting themes or activities that are not your expertise/niche or that you cannot scale.

Focus is a particular challenge for the GF because, the TLM strategy needs to be broad enough to encompass all its members, while influencing them towards common priorities. It has opted not to be too directive on the inherent strategic dilemmas such as where to work; or the balance between the three zeros.

Looking ahead, one way to develop more focus is to openly grapple with and learn from its strategy dilemmas. These may appear as intractable problems, with no one right answer, given the diversity of member perspectives, priorities and contexts. To navigate amidst such complexity requires a strategic learning approach.

Learn about strategy challenges

A few of the strategic questions to interrogate during the next phase include:

- How do we focus on the pressing strategic needs in the leprosy sector?
- How do we better integrate in an increasingly NTD world without losing leprosy focus?
- How to balance the Triple Zeros?
- Where should we work?
- How to put people affected by leprosy more at the centre?
- How do we better engage with a church in transformative, sustainable way?

How do we focus on the pressing strategic needs in the leprosy sector?

TLM needs to retain its focus on leprosy. It is a core part of its identity, history and heritage. It is what makes it distinctive and a key ingredient in the glue that keeps the GF together. Looking ahead the needs in leprosy are likely to increase, whilst the resourcing declines. There is a major threat of from the loss in leprosy expertise that could prove hugely damaging, if not catastrophic.

TLM has been trying to stem the loss and maintain expertise, but the issue is not solved. It needs on-going attention, experimentation and learning from what is working and what is not. It needs clearer

plans for how to address loss of expertise. One respondent suggested setting up a technical advisory group on this topic to resource and train others. Addressing this loss requires strong collaborations with other leprosy organisations, like ILEP, ALM, Lepra and GPLZ. No disease has ever been defeated by a single organisation. Yet one respondent admitted: *“We are not good at working with other leprosy organisations”*.

How do we better integrate in an increasingly NTD world without losing leprosy focus?

GF members have no choice but to integrate into the evolving ecosystem if they are to remain relevant in the future: *“I want to see more and more holistic approach as we cannot address leprosy in isolation. We have to include other NTDs, disability, livelihoods and community development”*.

Leprosy has to relate to global health and national health policies. It has to connect with the increasing energy for collaboration in the NTD sector. It has to connect to national governments and public health systems. Funders recognise this and are making it harder to get official funding for leprosy as a stand-alone single component.

But there are fears this will lead to leprosy becoming neglected even amongst NTDs. There is a risk that leprosy could be swallowed up in the *“vast and tempting NTD portfolio”*, lost in competing health priorities and pandemics. So integration needs to be done well.

TLM’s experience so far appears to be mixed. *“We have had some partnerships with Neglected Tropical Diseases, but it seems like we have not really found that much common ground in adding value to each other. If that partnership is not working, we need to find more partnerships where we develop better synergy and integrated approaches and add value to each other.”* It is not yet clear what is working in integration, what is not and why. To better focus its strategy requires TLM to clarify in practical terms what maintaining a distinctive leprosy identity while integrating in an NTD world looks like. It could be a key learning question for the next phase of the strategy.

This could include developing, from experience, a set of principles for deciding when and how to integrate. These are the criteria to use in deciding how much to integrate, without diluting its core or over-extending into *“the 100s of other things we can address”*. Such principles might underpin ‘go – no go’ decisions in country. They would need to be developed together and be continuously refined based on learning from TLM’s own experiences (such as the Danida proposal which is one part leprosy, and other parts public health).

How to balance the Triple Zeros?

Even within the triple zero strategy there are trade-offs. Which do you focus on first? Where do you direct limited resources? Is prevention or treatment or care most important? Obviously it depends on who you ask. *“We say ‘leprosy defeated and life transformed’. But we are not emphasising the ‘life transformed’ part of it”*. Certainly people affected by leprosy might want more attention to livelihoods - as one respondent said: *“Keeping our focus on lifelong support of people living with leprosy is important”*. But others would focus on other priorities in the three zeros, *“We have to retain and develop leprosy expertise and clinical research in leprosy”*.

Where should we work?

There are always strategy questions about where to work and who decides. Is it about working in countries of most prevalence or most need in terms of numbers? Or in places that are in most need and hardest to work? Or where there is most opportunity to make a difference? What about Papua

New Guinea which needs to reach remote areas but can get left out of funding, particularly when the focus is on large-scale programmes with potential for high impact and value for money? Or Indonesia with low partner capacity, but one of the highest leprosy levels in the world?

Such dilemmas will not go away and require difficult decisions that not everyone will agree with. One respondent said; *“developing GF principles for Entry and Exit might help”*. The GF should be a place to discuss such difficult trade-offs, so that, even if there is not consensus, there is at least open discussion, and decisions are not made by SCs in isolation.

How to put people affected by leprosy more at the centre?

There is further to go in putting people affected by leprosy into leadership positions and in programming too. There are some positive examples of effective partnerships with organisations of persons affected by leprosy, such as ENAPAL, MAPAL, JONAPWD and ALO. Such partnerships offer opportunities to shift the power to the people that TLM is set up to serve and also improve impact – *“if we are supported we can do advocacy at local level to train people in the government in leprosy”*.

But it may not be an easy move. *“Organisations of people affected by leprosy will need strengthening. Their capacity needs to be built, they need to be more aware of their rights, and develop skills”* including in basic education and communication. Change may not be immediate. ‘Nothing about us without us’ may not be as easy as it sounds. It may require a shift in mindset and attitude as their priorities may be different. Again this is another important strategic priority that may benefit from regular reflection and learning.

How do we better engage with a church in transformative, sustainable way?

The era of large NGO projects may be coming to an end, particularly as focus shifts to what is truly sustainable once the project ends and there are no outside inputs. As one respondent said, *“Outside injections into communities are not the future”*. There is huge potential instead in mobilising church congregations at community level to respond to the needs of the most marginalised – especially those affected by leprosy.

There are already pockets of innovative practices within the GF to learn from, whether in Mozambique where the ‘Umoja’ approach is all about getting churches and communities to act with their own resources, or ACTS in Bangladesh, Grace in Myanmar and initiatives in DRC and Ethiopia. These initiatives provide a vital link to the GF Christ-centredness objective and sees the church as much more than simply an institution to get money from. It may be worth consolidating learning from such potentially transformative approaches and seeing how they might be scaled-up globally.

6. Conclusions – what we feel God may be saying

In prayerfully reflecting throughout this consultancy, we believe that God might be saying to you:

- Well done my good and faithful servants (Matt 25:21; 2 Tim 4:7). Remember how far you have come as a fellowship.
- Be ready for the uncertainty and change that lies ahead – be wise like the virgins with the oil (Matt 25:1-14)
- Stay calm in the storm and keep your Christ-centred focus. God is faithful (Matt 14: 22-3)
- Keep your Christ-centred faith in a creative, inclusive and life-giving way. You cannot achieve anything of eternal value in your own strength. (Psalm 127:1; Zech 4:6; Gal 3:3)
- Put those on margins (persons affected by leprosy) more at the centre of your work (Mark 10:46-52 Blind Bartimaeus; Matt 19:14)
- Work hard at relationships to maintain unity and become more agile. Put others needs above your own (John 17:20-23; Rom 12:3; Phil 2:3-4)
- Keep going and press on. It is not time to sit back. Run the race set out for you, even though you are fatigued (Heb 12:1).

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Annex 1

TLM 2022 Survey Monkey Analysis

Analysed by:

		Overall		% change	Time in TLM			By respondent			Relationship to TLM			Governance		Size		
		2016	2022		More 5 yr	2-5 yrs	Less 2 yrs	Board	C leader	Staff	IC	SC	TLMI	Autonomous	TLMI Govn	Small	Medium	Large
Qu 6	Unity and direction	3.81	4.26	12%	4.4	3.88	4	4.24	4.22	4.32	4.23	4.18	4.46	4.17	4.38	4.2	4.42	4.24
Qu 7	Equal value	3.64	4.09	12%	4.13	3.88	4	4.1	3.96	4.14	4.15	4	4.25	4.02	4.19	4	4.12	4.16
Qu 8	Mutual acctb'lity	3.41	3.86	13%	3.91	3.53	3.75	4.14	3.87	3.6	3.69	3.75	3.92	3.76	3.88	3.8	3.84	3.78
Qu 9	Effectiveness	3.44	4.04	17%	4.12	3.65	3.5	4.24	4	3.83	3.96	3.75	4.29	3.75	4.26	4.33	4.04	3.83
Qu 10	Christ-centred	3.9	4.58	17%	4.5	4.53	5	4.67	4.64	4.41	4.28	4.79	4.63	4.51	4.56	4.22	4.42	4.73
Qu 11	AMM	3.6	4.07	13%	3.87	3.59	3.5	3.86	4	3.72	3.88	3.33	4.36	3.44	4.19	4.11	3.6	3.77
Qu 12	PABL participn.	3.13	3.98	27%	3.95	3.65	3.5	4.19	3.74	3.75	3.88	3.75	4.04	3.74	4.06	4.5	3.46	4.06

n=60 n=17 n=4

Green shading denotes top score within variable

Annex 2 Respondents Consulted

Semi-structured Interviews

Sheldon Rankin	Australia
Sumon Halder	Bangladesh
Francis Van Der Walle	Belgium
Sabuni Paluku	DR Congo
Peter Waddup	England and Wales
Bel Tadesse	Ethiopia
Bettina Merz	Germany
Marta Risko	Hungary
Premal Das	India
Arie de Kruijff	Mozambique
Zaw Moe Aung	Myanmar
Shovakhar Kandel	Nepal
Henno Couprie	Netherlands
Gillian Whitley	New Zealand
Bunmi Oluloto	Niger and Chad
Sunday Udo	Nigeria
Joanne Briggs	Northern Ireland
Natalie Smith	Papua New Guinea
Linda Todd	Scotland
Johan Backrud	Sweden
Anne Claude	Switzerland
Nona Lisnahan	Timor Leste
Brent Morgan	TLMI International Director
Warwick Britton	TLMI Research Director
Colin Osborne	TLMI Board
Anne Ratliff	TLMI Board

External Key informants

Geoff Warne	ILEP CEO
Amar Timalisina	IDEA International
Tesfaye Tadesse	ENAPAL
Mathias Duck	TLM - ILEP

Focus Group Discussions

TLMI Senior Leadership Team

Jannine Ebenso
Jo-Anne Thomson
Damaris Villanueva
Clara Volpi
Gladstone Worthington

TLMI Staff

Emma Bowring
Tim Burton
Sam Davies
Sushant Titus
Jonathan Tsang
Jane Willcocks
Julia Kragulj

Annex 3 Areas for Investigation adapted from Terms of Reference



10-year Global Fellowship Review & Global Strategy Mid-Term Review

Areas for Investigation

GLOBAL FELLOWSHIP (relationships, process)

Performance of the GF

Overall:

- What have been the most significant achievements as a GF in last 5 years?
- What major changes in the external environment have we experienced in the last five years and how have they impacted our working together as a Fellowship?

Function of GF

GF Objectives

- What do people understand to be the core purposes of the GF?
- How effective are we as body in meeting those purposes? To what extent has the GF brought synergy (the sum of the whole greater than individual parts)? What evidence do we have for saying we are achieving more by working together?
- To what extent is the GF meeting the objectives behind its establishment
 1. Increasing sense of unity and shared direction (extent to which people understand where we are going?)
 2. Equally valuing the Members of the GF (Since the establishment of the GF, the power dynamics have significantly changed to honour the Charter principles according to which Members of the GF are equally valued. To what extent is the GF meeting this principle?)
 3. Mutual accountability
 4. Increasing the effectiveness of TLM members and GF as a whole
- To what extent is the GF living up to our Christian values? To what extent is our Christian identity providing the glue for holding the GF together? How has our Christian identity enabled the GF to influence transformation in the lives of the people the GF works with and in the lives of people who work for the mission?

GF Instruments

- Are the various instruments working coherently for the benefit of GF? Are they still relevant?
- How well are different GF instruments functioning?

International office (e.g. To what extent and in what ways does the IO add value? To what extent do you agree with this statement: The IO brings the GF together by leading, inspiring, facilitating, enabling Members to defeat leprosy and transform lives.)

Charter

Governance

Annual members meetings

MAWGs,

RMG

Learning from past

- What have we learned about GF performance and functioning?
- How well has the GF responded to the challenges from 2016? (e.g. managing the inherent challenges of diversity; leadership and decision-making; lack external voice; lack engagement PABL and mid-level staff; governance of 10 countries)
- What lessons has the GF learned from its functioning in COVID (e.g. efficiency, ways of working)?

The future of the GF

- What is the future we are going to be looking at?
- What do we need to do differently to be 'fit for purpose' and 'fit for the future'? Are there more efficient ways of operating as a Fellowship (e.g. clustering)
- What is the commitment that Members should keep, maintain, increase to support the IO and the GF?

STRATEGY REVIEW (direction)

Progress to date:

- What progress have we made towards achieving the strategic goals? Where have we reached targets? Where are we behind? Where do we need to accelerate?
 - Towards zero leprosy transmission
 - Towards zero leprosy disability
 - Towards zero leprosy discrimination
 - Christ centred
 - Enabling the leprosy mission
 - Engaging in cross-cutting issues (WASH, SDGs, Gender)

External environment changes

- What has changed in the contextual environment?
- What is the degree of disruption caused by COVID in the implementation of the global strategy and how has COVID influenced the achievement of the targets?
- How would you rate the IO's leadership and facilitation during the pandemic?
- What *will* change? What is the future we are going to be looking at?
 - How are needs of those we exist to serve/PABL changing?
 - How are funding trends changing?
 - How will technology affect how we work?

Implications

- What strategic choices/question are we facing? e.g.
 - Are we working in the right places?
 - Who do we ally with? What is our role alongside other partners?
- How do we need to adapt the 2023 strategy?