

The Leprosy Mission Norway Strategy 2024-2026

Foreword

Since 2020 The Leprosy Mission Norway is back in the Norwegian society as a representative of many persons affected by leprosy in the world. There are still around 220 000 persons globally diagnosed with leprosy each year, many suffering of discrimination and with different severe disabilities. We want to complement many other organisations efforts to eradicate poverty, suffering and sicknesses by standing as ambassadors of the worlds poorest group of people, people affected by leprosy. With boldness and perseverance we want to expose their situation and raise funds to defeat leprosy and transform lives, families and their society.

Norway has given an important contribution to the fight against leprosy. Gerhard Henrik Armauer Hansen (29 July 1841 – 12 February 1912) was a Norwegian physician, remembered for his identification of the bacterium *Mycobacterium leprae* in 1873, as the causative agent of leprosy. Leprosy is also called Hansen's disease all over the world. Leprosy Museum (*Lepramuseet*) at St. Jørgen Hospital in Bergen has been dedicated to Hansen.

TLM Norway Vision

Leprosy defeated; lives transformed.

TLM Mission and Values

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

We will try to follow biblical values in the work of the organisation. Our key values are compassion, justice, integrity, inclusion and humility.

Who We Are

The Leprosy Mission Global Fellowship

The Leprosy Mission was founded in 1874 by Alice and Wellesley Bailey and is the oldest and largest organisation, helping people affected by leprosy, in the world today. The Leprosy Mission Global Fellowship is an international Christian organisation recently comprised of 30 member countries. The aim is to help

and support people affected by leprosy. The long-term goal is to stop transmission of leprosy, to stop discrimination against people affected by leprosy and to prevent disabilities as a consequence of leprosy. The primary focus is leprosy work, but also related areas as support to people with disabilities and other marginalised people.

The Leprosy Mission Norway (TLM Norway)

The Leprosy Mission Norway was an active organisation during many years but could not maintain its work due to lack of board members and an aged leadership. The work stopped around year 2008 and the donors were recommended to support TLM Sweden. The vision to restart the organisation was born and new contacts were established with interested persons in Norway to form a board. Year 2020 the decision was taken to re-establish TLM Norway. The same year the organisation was welcomed as an affiliated member of the Leprosy Mission Global Fellowship. Through fundraising activities, the organisation seeks to support people affected by leprosy especially in Nigeria and India. With increased income, the organisation will support TLM work also in other countries.

The TLM Nordic Hub

The Leprosy Mission International has given resources to facilitate a growing cooperation between the Nordic countries. Two of the Nordic countries have no staff but only volunteers now. Through a closer cooperation by the Nordic Hub, we will share material and other resources to support different fundraising activities in the countries. It is also possible to build shared capacity in different areas and to share services in administration and projects.

Christian Identity

TLM Norway wants to see the body of Christ taking greater ownership of the God-given mission to love and include those affected by leprosy in its efforts to fulfil the Great Commission of Jesus. Our intention is to involve as many Christians and churches as possible into the worldwide activity of The Leprosy Mission.

With a strong Christian identity, we also want to reach out to many secular Norwegian supporters as well. Our Christian identity will hopefully create a strong confidence in our work and give a quality stamp of our activities in Norway and in our implementing countries.

People and 'Where we Work'

Geographically our activity will cover the entire country of Norway. To start in the south, the most densely populated part of the country, we will try to reach every region from the south to the north, both Christians and secular people.

TLM Norway will depend on many volunteers, so we must build up a group of volunteers and ambassadors around the country. An important task is to educate and train these to be good representatives of people affected by leprosy and TLM.

TLM Norway will support the implementing work of TLM Nigeria and TLM India in their different projects to help people affected by leprosy and their families. Through contact and regular visits we will receive information and collect stories about transformed lives in order to inform the donors about the results of their donations.

Context – challenges and opportunities

Main challenges	Main opportunities
Poor knowledge in general population about leprosy and people affected by leprosy	Not many other organisation focus on leprosy
Churches have a poor knowledge about TLM, leprosy and people affected by leprosy and must be motivated to work with TLM	Still quite a strong churchlife and many Christians are mission minded. Strong reason: the command of Jesus in Matth 10,7-8
To make TLM a known and trusted organisation in Norway	A generally rich population is interested in a new, fresh organisation and ready to give to an organisation they trust
To find new regular donors	Highlight “Hansen’s disease” as a historical Norwegian contribution to the fight against leprosy
	Take advantage of the TLM Nordic HUB Members experiences and material

Strategic Priorities / Aims

We share The Leprosy Mission’s vision of ‘Leprosy defeated Lives Transformed and commit to supporting the TLM Global Strategic aims of achieving zero leprosy transmission, zero leprosy disability and zero leprosy discrimination.

Our strategic focus over the next two years will be:

- 1.) **Christ centred.** We will reinforce the principles of integral mission and put prayer at the heart of our activities.
- 2.) **Partnerships.** We will build good partnerships in Norway, with implementing countries and in the TLM Global Fellowship.
- 3.) **Fundraising.** We will establish and expand our fundraising to more individual donors and churches.
- 4.) **Effective organisation.** We will work towards being a strong, effective organisation and an efficient member of the TLM Global Fellowship.

Strategic Priorities / Aims - unpacked

Strategic Aim 1 CHRIST CENTRED	TLM Norway will implement the principles of integral mission and put prayer at the heart of all our activities.			
Outcome	Key initiatives and actions	Baseline 2023	Key Performance Indicator (By which we will measure progress on this Outcome)	Target 2026
Prayer at the heart of all our activities: Prayer support from Churches	Recruit churches for prayer support through prayer appeals	2 churches	TLM GF strategy KPI 14 : Increase in number of active church partnerships which model God’s love and inclusion to people affected by leprosy	20 connected churches
Prayer at the heart of all our activities: Prayer support from individuals	Recruit prayer partners for prayer support through prayer appeals	10 individuals	List of prayer partners with whom to share prayer requests	50 prayer partners

Strategic Aim 2 PARTNERSHIP		TLM Norway will build good partnerships in Norway and in TLM Global Fellowship.		
Outcome	Key Initiatives and Actions	Baseline 2023	Key Performance Indicator (By which we will measure progress on this Outcome)	Target 2026
Partnership in the TLM Global Fellowship	Participation in TLM Members meetings, Country Leaders meetings, TLM Fundraising Conference etc.		Attendance of TLM GF meetings - Country Leaders meetings, Member's meetings, TLM Fundraising Conference etc	
Partnership in the TLM Nordic Hub	Participation in the Hub committee and Nordic Hub meetings		Attendance of TLM Nordic Hub committee and Nordic meetings	
Partnership with Christian denominations and churches	Introduce TLM to Christian churches and denominations			
Partnership with Digni (an umbrella organisation for 20 Norwegian mission societies and churches engaged in long-term development cooperation.)	Secure Membership in Digni We need to have at least 300 private donors all over Norway	2023: 150 donors	Measure Progress of Membership application for Ignis	Digni membership secured by the end of 2026 2025: 300 donors 2026: 500 donors
Partnership with Implementing Countries with an understanding of their situation and a contribution to their needs.	Identify and support projects in India and Nigeria.	Remittances in NKR: 2023: 100 000	% of income allocated to projects in Implementing Countries	Remittances in NKR: 2024: 150 000 2025: 200 000 2026: 250 000
Partnerships with NGOs	Partner with local and international NGOs to increase influence and access funds	To be established	Number of NGO's /consortia that have been identified for partnership	

Strategic Aim 3 FUNDRAISING		TLM Norway will establish and expand our fundraising activities.		
Outcome	Key Initiatives and Actions	Baseline 2023	Key Performance Indicator (By which we will measure progress on this Outcome)	Target 2026
Building fundraising skills and expertise.	Participation in TLMI fundraising conference Cooperation with the TLM Nordic Hub for fundraising resources and expertise.		Attendance of TLM digital Fundraising workshops and TLM Fundraising conference	Participation each year
Fundraising inspiration and material gathering	Visits to India and Nigeria			
Raise unrestricted income through individual donors	Regular appeals to private donors and churches Inserts in magazines Cooperation in magazines and material with the Nordic Hub Participation in TLM Global fundraising campaigns	Income in NKR 2023:100 000	TLM GF strategy KPI 20: Increase in Unrestricted Income KPI 21: Number of active donors = any donor (private, church, trust) that has donated at least once in the previous two years. Number of new donors in the reporting year KPI 22: All TLM Members engaged in appeals and fundraising. Number of fundraising appeals (a direct 'Ask' for money from individual donors or groups)	Income in NKR 2024: 200 000 2025: 300 000 2026: 400 000
Raise unrestricted income through partnerships with local churches	Presentations in churches and groups	2023:3 churches		2024:10 churches 2025:14 churches 2026:18 churches
Raise income through Institutional funding	Through membership in Digni, TLM Norway will explore possibilities to access funding from Norad (Norwegian Agency for Development Cooperation)		TLM GF strategy KPI 19 – Total funds raised per annum	

Strategic Aim 4 Effective Organisation				
TLM Norway will work towards being a strong national organisation and an effective and efficient member of the TLM Nordic Hub and TLM Global Fellowship.				
Outcome	Key Initiatives and Actions	Baseline 2023	Key Performance Indicator (By which we will measure progress on this Outcome)	Target 2026
Increase the impact of the organisation	A part time country leader			A recruited country leader
Increase the strength and capacity of the TLM Norway Board.	Find new members for the board to increase range of skills, knowledge, and capacity.	6 members	TLM GF strategy KPI 17: TLM Members evidence improved health, resilience and performance	8 members in the board year 2026
Increase outreach and fundraising through the recruitment and training of volunteers	Recruit and train volunteers from all age groups and geographical areas	2023: 6 volunteers	KPI 17 as above KPI 18: Increased staff engagement	15 volunteers year 2026
TLM Norway is a strong organisation	Legal Documents in place, policies and standards developed Budget and Strategy document developed and endorsed		KPI 17 as above KPI 17 as above	legal documents updated
TLM Norway is a learning organisation	Implement "Fit for the future"		KPI 17 as above	Before the end of 2026
TLM Norway is an effective and efficient member of the TLM Global Fellowship	Participates in the TLM Global fundraising and advocacy campaigns Member review		KPI 22: All TLM Members engaged in appeals and fundraising. KPI 23: All GF Members engaged in a single global advocacy campaign	Participation in future campaigns Successful Member Review