

2018-21

# Strategic plan summary

## Who we are

We're a charity that strengthens services and trains local staff to change people's lives. Our work is about creating positive and lasting change for children, adults and the elderly, who have disabilities or disabling health conditions and live in places with fewer resources. We were founded in 2007.

## Our vision

Everyone's right to inclusion and participation is realised.

## Our mission

To enable people to stay healthy and access assistive technology from local services through trained personnel.

## Our guiding principles

- Focus on rights
- Respond to service users' priorities
- Act for equitable, practical, sustainable outcomes
- Seek feedback, reflect and learn

## We want to see

- **Goal one** - More people in Pacific Island nations accessing rehabilitation and assistive technology services
- **Goal two** - More people in Pacific Island nations accessing health services that reduce the impact of disability and disabling health conditions
- **Goal three** - More and better quality training and service resources available to service personnel, managers and policy makers

## We plan to be

- **Goal four** - Recognised as a trusted expert in assistive technology provision in places with fewer resources
- **Goal five** - A multi-skilled team of specialist programme and support staff, capable of delivering and supporting our mission
- **Goal six** - Accessing diverse and sustainable income streams that adequately support our programme and administration costs



ACFID  
MEMBER

The Motivation Australia Development Organisation inc. is an Incorporated Association in South Australia (A39386); a member of ACFID; and a Signatory of the ACFID Code of Conduct. ABN: 55 935 512 893

Motivation Australia

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# Strategic plan

## Introduction

This plan sets out the priorities for Motivation Australia for 2018-2021. It has been developed over six months through a process of reflection, learning and strategic planning by our staff and board; and informed by our ongoing conversations with our partners in the Pacific Region and beyond.

In our first decade, our teams, working in partnership with local Government and Non-Government organisations, ran over 70 rehabilitation and assistive technology focused projects. Most of our activities have been in the Pacific Region, however we have also collaborated on global projects, worked in Thailand and with indigenous communities in remote areas of Australia. Along the way, we have learned a great deal. Our 2018-2021 Strategic Plan reflects who we are as an agency today and where we see ourselves three years from now.

## We value

- People and communities
- Partnerships and collaboration
- Taking a fresh and innovative approach
- Best practice and professionalism

## How and where we work

We understand that timely and inclusive health, rehabilitation and assistive technology services enable people to learn, work, engage, and have a voice. We also recognise that despite growing recognition of the importance of such services, there remain significant gaps that are holding people back.

**Our projects aim to build the capacity of local organisations and their personnel to make mainstream services more inclusive and deliver specific services such as rehabilitation and assistive technology.**

We plan and implement our work with the direct engagement of service users, disabled people's organisations and other local representative bodies, to ensure their needs, priorities and perspectives drive solutions. We also advocate for increased efforts at national, regional and global policy level to identify, fund and implement practical, affordable, sustainable solutions to improve access to rehabilitation and assistive technology services.

Geographically, our work on strengthening inclusive health, rehabilitation and assistive technology services is focused on our neighbours in the Pacific Region. However, we actively collaborate with a network of agencies and projects throughout the world. This wider engagement creates opportunities for us to contribute to the global disability, rehabilitation and assistive technology sector. It also enables us to draw on the best international approaches to benefit our Pacific partners.

## The context in which we work

**The Sustainable Development Goals (SDGs)** are a driving force behind the global development agenda, aiming to address the environmental, economic and social dimensions of sustainable development. It is well recognised that to ensure no one is left behind in the SDGs, effective disability inclusion is required. Disability is specifically referenced in various SDG goals including those that relate to education, growth and employment, inequality, accessibility and data.

SDG Goal 3 'ensure healthy lives and promote well-being for all at all ages' is specifically relevant to our work. This goal emphasises Universal Health Coverage (UHC), inclusive of rehabilitation and assistive technologies, as the under-pinning framework for achieving this goal.

**The 2006 Convention on the Rights of Persons with Disabilities continues to be a key framework document and advocacy tool.**

The CRPD has been signed and ratified in 15 Pacific Island Countries and is the foundation for the Pacific Framework for the Rights of Persons with Disabilities (2017-2022).

The CRPD reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms; and clarifies where adaptations have to be made for persons with disabilities to effectively exercise their rights. This includes access to inclusive health, education and vocational services and opportunities; and interventions such as rehabilitation and access to assistive technology.

**There is greater awareness and advocacy than ever before for equitable access to both rehabilitation and assistive technology**

as key enablers for people with disabilities. Initiatives such as the World Health Organisation (WHO) Global Cooperation on Assistive Technology (GATE), the 2018 World Health Assembly Resolution on Assistive Technology (WHA71.8) and the formation of the multinational partnership ATScale clearly demonstrate an increased global focus and commitment to this issue. The increased profile of the sector at a global level is having an effect on national policies, although resource constraints continue to impact on the ability of Low and Middle Income Countries to respond.

**Domestically, the Australian Aid Programme budget is contracting.** The previous emphasis on disability inclusion embodied in the Australian Government's Development for All

Strategy has become less of a focus in recent years. These factors create a challenging grants environment for a niche organisation such as Motivation Australia.

**Pacific Island nations, where much of our work is centred, face increasing threats from climate change and natural disasters.** Children and adults with disabilities, anyone with a disabling health condition and the elderly are all more vulnerable during natural disasters.

Our service provider partners are routinely participating in relief activities, however frequently lack the resources to do so effectively. Aid programming recognises the importance of disability inclusive disaster responses; however, this has not resulted in a concerted effort to strengthen disability specific local services in order for them to be in a better position to act when disasters occur.

**Rapidly changing health and population trends in the Pacific Region** have already impacted on Motivation Australia focus areas and will continue to do so. The population of the Pacific is expected to grow from 11 million to almost 18 million by 2050, mostly in just four countries. Population growth in many countries has resulted in a youth bulge. Life expectancy also varies a great deal across the region. In particular, Motivation Australia's work is impacted by the increasing number people affected by non-communicable diseases. We are responding to the increase in diabetes with specific programming aimed at reducing avoidable amputations through diabetic foot care. We have also noticed an increase in the number of elderly people in need of mobility devices and other assistive technology. Our training content and approaches have had to adapt accordingly.

**The geopolitical balance of the broader Indo-Pacific region, is adapting to the increasing economic influence of China and India.** Recent media has highlighted the increasing role of China in the south Pacific. The Pacific Islands are diverse politically, differ in terms of development, migration prospects, resilience and affiliation with wealthier nations. The next few years are likely to see Australia, New Zealand and the USA becoming increasingly conscious of their engagement with China in the region. This is likely to create both opportunities and challenges for Pacific Island nations moving forwards.

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### We want to see

Moving into this next phase of our organisation's development, we remain firmly committed to our mission. We believe in the enabling effect of local health, rehabilitation and assistive technology services on individuals, families and communities; and the significant contribution that such services can make to the global development agenda.

- **Goal one** - More people in Pacific Island nations accessing rehabilitation and assistive technology services
- **Goal two** - More people in Pacific Island nations accessing health services that reduce the impact of disability and disabling health conditions
- **Goal three** - More and better quality training and service resources available to service personnel, managers and policy makers

### We will

- Use our expertise, best practice resources, partnerships and feedback from service providers and service users to **inform and implement practical, affordable and equitable inclusive health, rehabilitation and assistive technology solutions.**
- **Invest in and support the training and continued professional development** of the region's health, rehabilitation and assistive technology workforce and leadership.

FEDERATED STATES OF MICRONESIA  
 FIJI  
 KIRIBATI  
 NIUE  
 TUVALU  
 COOK ISLANDS  
 MARSHALL ISLANDS  
 NAURU  
 PALAU  
 PAPUA NEW GUINEA  
 SAMOA  
 SOLOMON ISLANDS  
 TONGA  
 VANUATU  
 TIMOR LESTE

- Work with national, regional and global stakeholders and partners to progress improved **national coordination of services and regional strategies** to increase service efficiencies and coverage.
- Advocate and support our partners' **advocacy** for inclusive health, rehabilitation and assistive technology services in accordance with the CRPD, SDGs, the principles of UHC and the World Health Assembly resolution on Assistive Technology (WHA71.8).
- Support efforts to **reduce avoidable diabetic related amputation** including advocating for and strengthening diabetic foot care as an integrated component of health services.
- Continue to develop **context specific training materials** to build the knowledge, skills and capacity of health, rehabilitation and assistive technology service personnel.
- **Develop service tools and resources** such as procurement guides, data collection systems and guidelines that support and empower Pacific Island service providers.
- **Prioritise our direct collaboration with WHO GATE** to develop an on-line training resource for community level assistive technology service providers, as a key tool with potential to provide at-scale training globally.
- **Be open to engagement in collaborations, research, learning or other activities** with potential to deliver practical and viable tools and resources to strengthen inclusive health, education, rehabilitation and/or assistive technology services.

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## Strategic plan

### We plan to be

Our intention is to sustain those elements of our organisation that make us who we are, including our focus, organisational culture, where and how we work. Over the next three years, we intend to consolidate our position as a niche development and capacity building organisation, staffed by a skilled team of professionals able to deliver and support our mission.

- **Goal four** - Recognised as a trusted expert in assistive technology provision in places with fewer resources
- **Goal five** - A multi-skilled team of specialist programme and support staff, capable of delivering and supporting our mission
- **Goal six** - Accessing diverse and sustainable income streams that adequately support our programme and administration costs

### We will

- Continue to demonstrate quality practice.
- **Be proactive in presenting our work through a range of opportunities** such as participating and presenting at conferences; contributing to the DID4All Disability Inclusive Development resources; publications; website.
- Retain and recruit personnel with a view to **ensuring we have the skills and expertise to effectively deliver and support our projects.**
- Develop and work with a pool of external consultants and professional volunteers who contribute to, and complement the work of our in-house team, in order to deliver the best results

for our organisation, partners and donors.

- Provide and invest in a working environment in which **our personnel, consultants and volunteers feel well supported, can contribute their best, and further develop their skills and expertise.**
- Invest in strengthening our public donor base, third party fund raising, securing corporate sponsorship and growing sports wheelchair sales in Australia and New Zealand.
- Continue to develop our relationship with the Australian Government as a major donor in the Pacific Region including demonstrating and communicating the impact of our projects, proactively engaging with the Department of Foreign Affairs and Trade in Canberra and with country posts.
- Actively seek and respond to relevant grant funding opportunities from Australia and beyond, including being open to collaborating with other agencies to implement projects where there is significant alignment in mission, values and principles.

Building an inclusive future  
with Assistive Technology



## Monitoring, evaluation and learning

Our strategic plan will be implemented through our projects and organisational capacity building activities. Each annual work plan will define planned projects, activities and opportunities for the year ahead; how these align to our strategic direction; and where appropriate, relevant targets.

Our Board will monitor progress against our strategic plan on a quarterly basis, supported by strong alignment of board reports to the strategic plan.

On an annual basis, Motivation Australia staff and board members will reflect on the quality and effectiveness of our work, drawing on feedback from our key stakeholders, quantitative and qualitative data gathered throughout the year from our projects and organisational activities. To structure our reflection, we will consider the following questions:

- **Services** - Is the capacity of our local partners to provide more and better health, rehabilitation and assistive technology services improving?
- **Impact** - Are people being enabled to stay healthy and access rehabilitation and assistive technology from local services through trained personnel? How is this impacting their lives?
- **Equity** - To what extent have our projects focused on and/or strengthened equity?
- **Value for money** - Are we confident our projects are delivered in accordance with MA's value for money principles?

- **Local priorities and partnership** - Is our work well aligned with and contributing to local priorities and do our partnerships create local ownership over the outcomes?
- **Engagement and responsiveness** - Are we actively engaging with other organisations, demonstrating our capacity and responsive to the changing environment around us?
- **Organisational capacity** - How have we further developed our human resource, financial and other organisational capacities to support our programmes?

