

# Strategic plan 2021-24



motivation  
australia

Equity

Sustainability

Collaboration

Integrity

Adaptability

## Vision

All people can fully participate in family and community life.

## Mission

Strengthen locally led sustainable health, disability, rehabilitation and assistive technology sectors.

## Rehabilitation

Double the people accessing rehabilitation and assistive technology services

## Health

Halve the rate of avoidable amputations

## Gender

Empower women and girls and increase gender equality

## Leadership

Develop emerging local leaders

## Impact

Maximise programme impact

## Engagement

Expand income and engagement

## People

Value people and learning

## Governance

Practise effective governance and efficient processes

# Introduction

**We are an Australian not for profit organisation that conducts life-saving and life-changing projects in developing countries.**

Our work is rights based and about creating real, sustainable change. Our vision is that all people can fully participate in family and community life. To realise our vision, we collaborate with and support partners who provide rehabilitation services and access to assistive technologies. These local people are the frontline workforce who are engaged every day in breaking down barriers and enabling people to participate.

Our mission is to strengthen locally led and sustainable health, disability, rehabilitation and assistive technology sectors. The lives of people with disabilities and disabling health conditions in places with fewer resources cross these sectors, and therefore, so must the solutions that are deployed.

This strategic plan presents Motivation Australia's priorities for 2021-2024, and reflects our genuine and long-term

investment in advancing sectors which provide services for people with disabilities and disabling health conditions in places with fewer resources.

This plan is the result of a collaborative process of engaging with staff, members, the Board of Governors, our industry partners and our partners in developing countries. Publishing a three-year strategic plan in the shadow of a global pandemic is an exciting and daunting opportunity. Focusing on facilitating a consultative process has ensured this plan is relevant, at a time of such unpredictable change, when some commentators question the value and relevance of writing strategic plans.

During the process of developing this plan we reflected on who we are and what we do. We turned the same clarity of vision and focus that we apply in our work onto ourselves and the organisation that we have built together since 2007. Through this process we reached down into our foundations and rose up with new confidence to "stay the course".

The COVID-19 pandemic has taught us that the only certainty is uncertainty. Future crises will happen, which will likely exacerbate existing social vulnerabilities and create new ones. While we have no control over them, we can prepare ourselves and take responsibility for our responses. In uncertain times, our long experience and strong relationships with partners will keep us grounded and practical, and our small size and flexibility will keep us light and agile.

# Vision, mission & values

## Vision

**All people can fully participate in family and community life.**

We are an Australian not for profit organisation that conducts life-saving and life-changing projects in developing countries. Our vision is that all people will be able to participate fully in family and community life.

Full participation for all people means realising rights under the Convention on the Rights of Persons with Disabilities, securing Universal Health Coverage and achieving the Sustainable Development Goals.

## Mission

**Strengthen locally led and sustainable health, disability, rehabilitation and assistive technology sectors.**

In places with fewer resources, health services are often far away and lack the necessary supplies and trained staff to provide the care that people need.

We focus on strengthening local organisations to provide services, and on developing the health, disability, rehabilitation and assistive technology sectors. We deliver projects that are value for money, and which create quality and sustainable outcomes for local people.

## Values

### Equity

We believe all people should have equal opportunities and be treated fairly. Each of us should be equally able to realise our full human rights, including contributing to and benefiting from economic, social, cultural and political development. No one can be left behind.

### Sustainability

We understand that there are three pillars of sustainability – economic viability, environmental protection and social equity. Strengthening each of these three pillars separately, and understanding how they each work together, is important in creating positive and lasting change.

### Collaboration

We believe that strong, respectful and mutual relationships with the individuals, partner organisations, donors, and other stakeholders with whom we work are the foundation of success. We recognise that we are stronger when we work with others; accessing a diversity of ideas and experiences enriches us all.

### Integrity

We believe in being authentic and honest, and doing what we say we will do. We look to the

future with a genuine and enduring interest in furthering the development of the health, disability, rehabilitation and assistive technology sectors.

### Adaptability

We believe that, as a small and flexible organisation, we are able to respond quickly and dynamically. Our experience enables us to adjust to changing circumstances and innovate when needed. This makes us a partner of choice.



# The change we want to see



**Fundamentally, all of us have the same rights to participate fully in family and community life.**

These rights exist in international law regardless of race, religion, ethnicity, indigeneity, disability, age, displacement, caste, gender, gender identity, sexuality, sexual orientation, poverty, class or socio-economic status. The lived experience of these rights matters greatly to us. Securing the right to full participation for all people means realising rights under the Convention on the Rights of Persons with Disabilities (CRPD), securing Universal Health Coverage and achieving the Sustainable Development Goals.

Realising full participation and implementing the CRPD requires a focus on meeting some preconditions. Stakeholders in Asia and the Pacific identify access to rehabilitation and assistive technology services as an important precondition to full participation. This is because access to rehabilitation and assistive technology products and services are among the first priorities identified by people when

# The change we want to see

disability programmes become active in a community. These preconditions are recognised “enablers” that assist people with disabilities and disabling health conditions to access their rights and participate fully in family and community life. It is very difficult to improve inclusion in mainstream economic and social life when people lack assistive technology that is appropriate to their needs.

Assistive technology is a part of rehabilitation, which is, in turn, one of the five pillars of Universal Health Coverage. The provision of rehabilitation and assistive technology services is complex, and both knowledge and technology are required to meet more complex needs and avoid causing harm, particularly for children. Strengthening inclusive universal health care from a rights-based perspective helps to create enablers for people with disabilities. Together, we must build the capacity of disability specific services at the same time as mainstreaming disability into all programmes across all sectors.

Alignment with the Sustainable Development Goals (SDGs) frames our work in the broader context of development. We have special interest in the following SDGs: good health and well-being (3), quality education (4), gender equality (5) and reduced inequalities (10).

The lives of people with disabilities and disabling health conditions in places with fewer resources cut across these goals, and so must the solutions that are deployed. Our work to enable people with disabilities and disabling health conditions to participate in community life exists at the junction of health, disability, rehabilitation and the assistive technology sectors.

Realising our vision means collaborating with local leaders to plan and advocate for, implement and evaluate their services. It means understanding that capacity is multi-dimensional. To provide locally led and sustainable services, local people need technical resources, skills and knowledge, an organisational culture that supports high quality and accountable service delivery, and well-planned, functional service systems (like systems to collect data and report on what has been achieved). It means supporting interventions that can prevent avoidable health conditions such as diabetic foot wounds before they lead to amputations. It means recognising that women and girls are vulnerable and extra effort must be invested to ensure that they have equitable opportunities to access services.

Our role is to expand and strengthen these areas so that our local partners can continue

to enable the preconditions for inclusion, such that all people can fully participate in family and community life. This is our theory of change.

Based on our experience and ongoing contributions to global programmes with international partners, such as the World Health Organization, our geographical reach is likely to expand over time. To date we have had more experience in Asia and the Pacific than other regions.

In 2021, we are working in Cambodia, Fiji, India, Iraq, Papua New Guinea, Samoa, Solomon Islands, Tonga, Vanuatu and Vietnam. In addition to these countries, past programmes have also included Australia, Cook Islands, Ethiopia, Federated States of Micronesia, Indonesia, Kiribati, Marshall Islands, Palau, Thailand, Timor-Leste and Tuvalu.

The following four mission goals are organised around our main thematic areas for 2021-24: rehabilitation and assistive technology services, diabetic foot care, gender and local leadership.



# Goals and strategies to deliver our mission



## Double the number of people accessing rehabilitation and assistive technology services

Access to rehabilitation and assistive technology and services are among the first priorities identified by people when disability programmes become active in a community. Building the capacity of local organisations to provide these services can improve the efficacy of disability inclusion and community-based inclusive development programmes.

It's very difficult to improve inclusion in mainstream economic and social life when people lack assistive technology that's appropriate to their needs. Creating access to mainstream education for children for example, is extremely challenging when they don't have access to paediatric rehabilitation services and the assistive technology that's appropriate to their needs.

The provision of rehabilitation and assistive technology services is complex, and both knowledge and technology are required to meet more complex needs and avoid causing harm, particularly for children. We are investing in health and rehabilitation systems to increase access to services, so that everyone can participate in and enjoy family and community life. While our goal is to double the number of people accessing rehabilitation and assistive technology services, we are aware that we need to work closely with partners to

determine an appropriate baseline and agree a timeframe in which this can be achieved.

### Strategies

- Strengthen the capacity of rehabilitation and assistive technology services, both in capital cities and rural remote areas
- Advocate for services to employ and develop a multi-disciplinary workforce inclusive of trained assistive technology technicians
- Increase availability of assistive technology and improve procurement practices
- Increase systematic collection and analysis of data in support of service planning and evaluation
- Identify and pursue opportunities to involve a broader range of health personnel in rehabilitation interventions (task shifting).

## Halve the rate of avoidable amputations

The increasing prevalence of noncommunicable diseases in Asia and the Pacific means that the number of people who require rehabilitation and assistive technology products and services is rapidly increasing. Noncommunicable diseases, such as diabetes, are causing large numbers of people to experience eye and foot problems that result in amputations, many of which could be avoided if identified early.

# Goals and strategies to deliver our mission

Health systems in some countries are already overwhelmed by the scale of the unfolding tragedy of noncommunicable diseases. Targeted investment in capacity building will be required to equip health systems to respond. Cross-sectoral collaboration will be required to affect the underlying drivers of noncommunicable diseases and turn the tide. Our goal is to enable Pacific partners to halve the rate of avoidable amputations by 2030.

## Strategies

- Strengthen the capacity of local services to prevent and manage diabetic foot wounds
- Broker partnerships that improve diabetes health outcomes
- Advocate for increased resources to National Ministries of Health and donors using, for example, evidence for economic savings and improved health outcomes associated with diabetic foot care
- Contribute to learning opportunities and create career pathways for personnel delivering diabetic foot care.

## Empower women and girls and increase gender equality

Empowering women and girls is key to change, and attention to gender equity is at the heart of economic and social progress. This is because treating people equitably and fairly is important for achieving gender equality.

Consistent with the Convention on the Elimination of All Forms of Discrimination against Women, the work of Motivation Australia recognises that the development of a country and the cause of peace requires full participation of women on equal terms with men in all fields.

We recognise that women and men have different roles, responsibilities, access to resources and priorities, and these differences vary from country to country, and within different cultures. Gender sensitive programme planning and implementation must be undertaken with careful consideration of these differences.

Motivation Australia recognises that women and girls with a disability often experience a double disadvantage relating to their gender and their disability status; and are vulnerable to abuse and neglect. Gender equity is an integral part of all of Motivation Australia policies and programme activities.

## Strategies

- Advocate for and create increased leadership and training opportunities for women working (or aspiring to work) in the health, disability, rehabilitation and assistive technology sectors
- Design and implement gender specific initiatives to increase equitable access to health, disability, rehabilitation and assistive technology services
- Explore opportunities for support networks for women and girls who require rehabilitation.

## Develop emerging local leaders

Our enduring relationships with key individuals and organisations who deliver health, disability, rehabilitation and assistive technology services is a source of tremendous strength. Together, over more than a decade, we have made progress. Through 'training of trainers' and university integration programmes, local partners who formerly relied on us to deliver training are now independently training their national workforces.

More than just strengthening the capacity of our local partners, we are committed to empowering local people to lead the sector. This plan reflects a commitment to create opportunities for groups of people with shared purpose to come together, co-learn with and from our partners, and pursue opportunities to develop skills and experience. We plan to co-create the conditions for local leadership to emerge and be supported.

## Strategies

- Convene and support a representative group of leaders from the sector and work towards the group's self-determination
- Seek and create opportunities for professional development for leaders
- Support initiatives that create opportunities for local leaders to advocate for and drive change.



## The organisation we want to be

**We are an Australian not for profit organisation that conducts life-saving and life-changing projects in developing countries.**

Our work is founded on rights and creating real, sustainable change in places with fewer resources. We believe all people should be treated equitably and fairly. We believe in being authentic and honest, and doing what we say we will do. We look to the future with a genuine and enduring interest in furthering the development of the health, disability, rehabilitation and assistive technology sectors. We believe that, as a small and flexible organisation, we are able to respond quickly and dynamically.

Our experience enables us to adjust to changing circumstances and innovate when needed. We believe that lasting change can only be achieved if we take responsibility for the economic viability, environmental and social sustainability of our work. We believe that strong, respectful and mutual relationships with the individuals, partner organisations, donors, and other stakeholders with whom we work, are the foundation of our collective success. Our values as people, as professionals and as an organisation underpin how we engage in the world.

The following four organisation goals correspond with the four domains of our 'balanced scorecard': programme impact, income and engagement, people and learning, and governance and processes.



# Goals and strategies to support our mission

## Maximise programme impact

International travel restrictions due to COVID-19 have significantly changed how international development organisations operate. The COVID-19 pandemic continues to be an active concern for our partners in Asia and the Pacific. Fortunately, since we began working in Asia and the Pacific in 2007, internet access has improved in many countries and the costs of computers, mobile devices and internet access have reduced.

Our work has always involved creating and delivering engaging training courses and providing support remotely as part of our comprehensive capacity building approach to working with our partners. As a result of travel restrictions Motivation Australia has accelerated the development of a range of blended learning courses that combine online learning with remotely supervised practice supported by a team of skilled content specialists. Our ability to adapt our programmes dynamically, our enduring relationships with key partners, and having a team of content specialists with years of experience in developing countries has enabled us to continue to support our local partners effectively.

## Expand income and engagement

Just as the operating environment in which we deliver our work is continually changing,

so is how we fund our work. Long term trends in how the Australian and other governments manage aid, geo-political factors in Asia and the Pacific and the COVID-19 pandemic have all affected our operating model. As a non-profit organisation it is a challenge to increase and diversify sources of income, at the same time as maintaining value for money by keeping our administrative and fundraising overheads to a minimum. Increasingly our specialist experience is being sought on a consultancy basis.

The articulation of our values in this plan captures our desire to continue co-creating excellent quality work in enduring collaborations with partners and donors. We will be increasing our engagement, creating relationships, partnerships and alliances which align strategically with our goals.

## Value people and learning

Our reputation has been built by the hard work and passion of a small, dedicated team. In 2017 we were the smallest organisation to achieve full accreditation with the Australia NGO Cooperation Program (ANCP). During the period of this strategic plan we expect to grow to a total of fourteen employees. We also engage volunteers, students and consultants who share our values and a commitment to our mission. Our human resource management processes are increasingly sophisticated, keeping pace

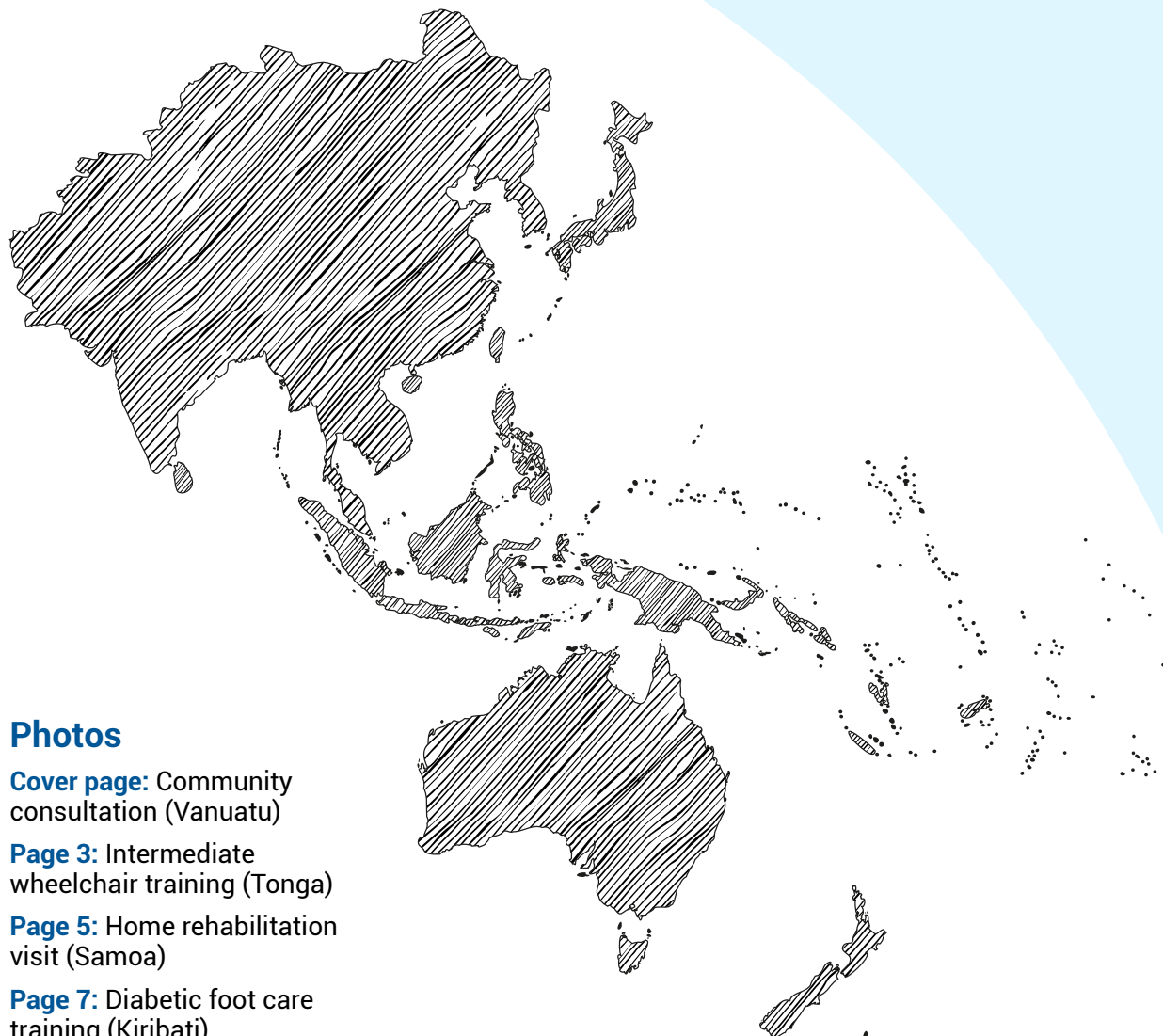
with our growth and enabling us to maximise the full potential of our entire workforce.

We are deeply committed to learning. We facilitate the learning of our workforce to continuously transform ourselves and our work. Through dialogue we test each other's ideas to determine how best to adapt to new priorities, and develop our collective capacity to implement our shared mission.

## Practise effective governance and efficient processes

To ensure that we continue to provide value for money, we will implement several initiatives to improve our efficiency, transparency and accountability. For example, a transition to new accounting software will facilitate more integrated time tracking and project management systems, and a performance metrics system.

The organisational performance metrics system will be structured using the four 'balanced scorecard' domains (programme impact, income and engagement, people and learning, and governance and processes) and will give us greater visibility of key metrics throughout the year. This will better align the priorities of all personnel and management with the strategic plan, and facilitate improved reporting at all levels including to the Board of Governors.



## Photos

**Cover page:** Community consultation (Vanuatu)

**Page 3:** Intermediate wheelchair training (Tonga)

**Page 5:** Home rehabilitation visit (Samoa)

**Page 7:** Diabetic foot care training (Kiribati)



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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

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