

# THE LEPROSY MISSION GLOBAL STRATEGY

2019 – 2023

LEPROSY DEFEATED  
LIVES TRANSFORMED



The Leprosy  
Mission






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Printed by KJB Print



I have come that they  
may have life, and  
have it to the full.

JOHN 10:10 (NIV)

LEPROSY STILL EXISTS

IT DEVASTATES THE LIVES OF  
PEOPLE AROUND THE WORLD

BUT THERE IS A CURE

INCLUSION IS A RIGHT

AND THE INJUSTICE OF  
LEPROSY CAN BE ENDED IN  
OUR LIFETIME

# LEPROSY DEFEATED LIVES TRANSFORMED

By 2035 we want to see zero transmission of leprosy. **Every two minutes someone is diagnosed with leprosy** and millions more go undiagnosed every year. Leprosy is not simply an affliction from olden times; it is a 21st century disease, devastating the lives of people across the globe. **It's an injustice.**

Jesus said in John 10:10, "The thief comes only to steal and kill and destroy; I have come that they may have life and have it to the full" (NIV). Leprosy is like the thief, it steals, kills, destroys. It steals health, dignity, belonging and hope. Two thousand years after Jesus Christ walked this earth, leprosy continues to ravage the bodies and lives of men, women and children. **We have heard the call of Jesus**, to be His instrument in bringing transformation, love and hope, and we will not stop until leprosy is defeated.

In committing to the realisation of the UN Sustainable Development Goals, the nations of the world recognise that the dignity of the individual is fundamental and that the Goals should be met for all nations and people and for all segments of society. This is summed up in the phrase "**no one left behind**". Furthermore, they endeavour to reach first those who are furthest behind. Those affected by leprosy often find themselves the most marginalised and vulnerable of all. So our mission is as urgent and relevant as ever before: **no one affected by leprosy should be left behind and denied the opportunity to live a full life.** We stand with the people the world would rather forget.

We will do everything we can so that by 2035, children can be born into a world without being at risk of leprosy because it is **no longer being transmitted**; everything we can so that anybody affected by leprosy can enjoy **fullness of life**; and everything we can so that there is **inclusion**, and not discrimination, for people affected by leprosy.

This document outlines the long term change we want to see as well as the priorities we will focus on for the period of this 2023 strategy. Our 2035 goal of zero leprosy transmission is an aspiration, based on promising developments in the leprosy world, that will help mobilise us and our supporters.

## OUR VISION

Leprosy defeated, lives transformed

## OUR MISSION

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.

## OUR VALUES

Because we follow Jesus Christ, we value compassion, justice, integrity, inclusion and humility.



## WHO WE ARE

We are an international Christian leprosy-focused organisation; a key player in the fight against leprosy. We are a Global Fellowship comprising Members from 29 different countries. We work with people of all faiths and none to bring about the defeat of leprosy and transformation in the lives of people affected, partnering with the local church and other stakeholders.

Our founders, Wellesley and Alice Bailey, saw in 1874 the terrible situations suffered by people affected by leprosy and were appalled. They determined to do something about it. Following their example, we are committed to showing the love of Christ to those affected, and to defeating the power of leprosy. Like Wellesley, we acknowledge that **"The Mission has been born and cradled in prayer. It has been brought up on prayer; it has been nourished on prayer; and**

**prayer has been at the heart of its success since the first moments of its life."**

Wellesley followed on from this by giving credit to Jehovah Jireh **'the Lord is our provider'** and Jehovah Nissi **'the Lord is our banner'** asking **"do we not march under His banner, and His banner is love?"**. Today The Leprosy Mission responds to the call to show His love and to march under His banner (Exodus 17:15). His banner is our identity and strength. We know that nothing is impossible with God 'the Lord our provider' and so we dare to think big in defeating leprosy and transforming lives.



**JEHOVAH NISSI – THE LORD IS OUR BANNER**

**JEHOVAH JIREH – THE LORD WILL PROVIDE**



Water will gush forth in the wilderness and streams in the desert.

ISAIAH 35:6 (NIV)

## OUR CALL TO TRANSFORMATION

Our Christian identity is at the very core of who we are and inspires us in all we do. Our mission statement calls us to bring about transformation – and we seek to enable transformation to take place through caring and wellbeing for body, mind and spirit. Our approach to all people, especially those we work with, will be like Jesus – full of compassion and love, but also with a holy anger at injustice and oppression.

We believe God is calling us to bring new life to those affected by leprosy and to those at risk of being affected by the disease in years to come. We see our progress towards our strategic goals as our part in God's plan to turn desert land into fertile ground.

On each side of the river stood the tree of life, bearing twelve crops of fruit, yielding its fruit every month. And the leaves of the tree are for the healing of the nations.

REVELATION 22:2 (NIV)



# THE PEOPLE WE SERVE

Leprosy can affect anyone, regardless of age, gender, nationality, class or religion. However, its severest impact is on people who are marginalised or living in poverty, and it is these people, often stigmatised and left dealing with disability, that we most seek to serve.

According to the World Health Organization, 15 countries retained a high leprosy burden in 2017. The Leprosy Mission works in 11 of these countries. We also work in 7 other countries where there are pockets of high leprosy prevalence, or where there are few of the services or opportunities needed by people affected by leprosy. We believe no one should suffer because of a preventable and treatable disease.

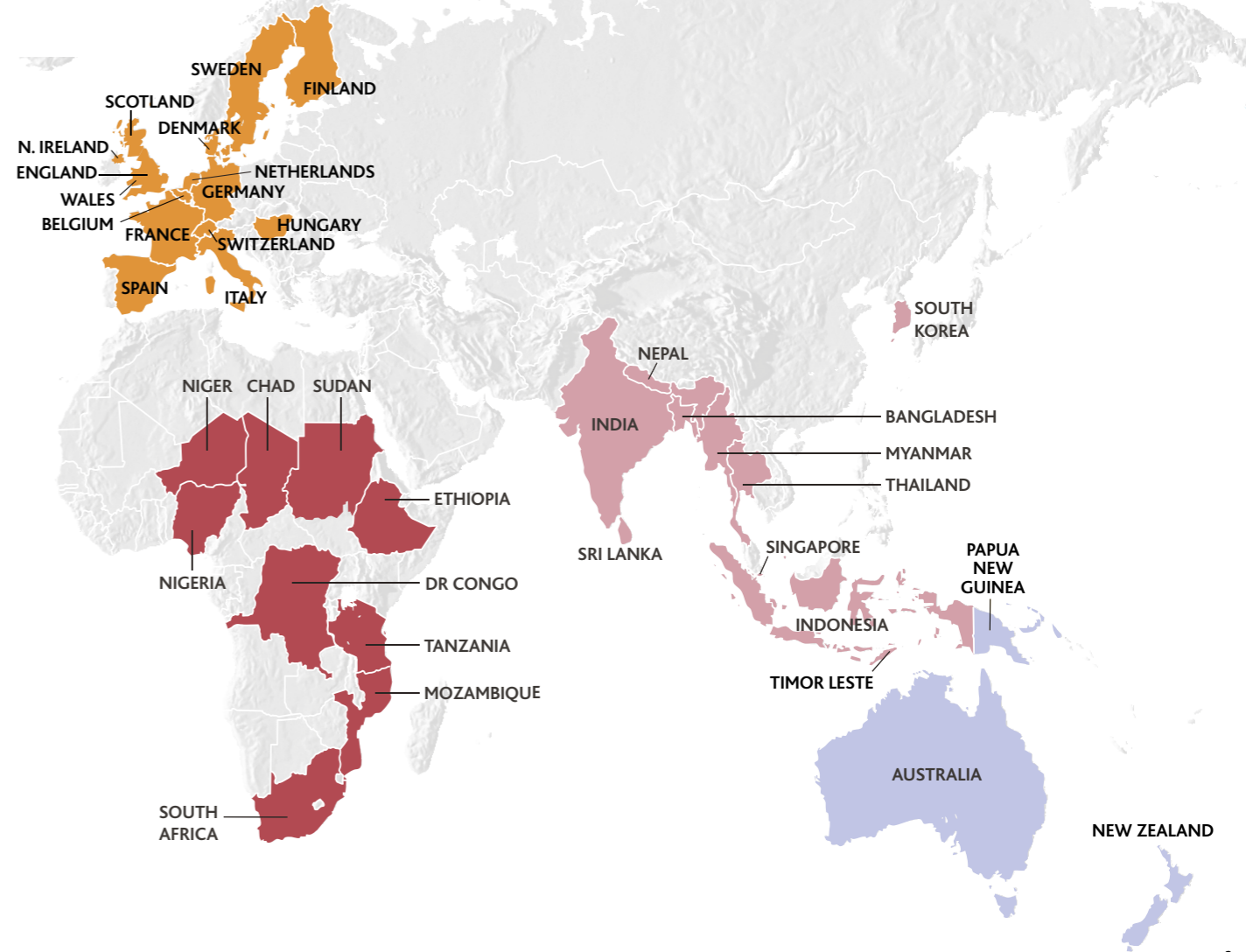
As well as providing treatment and care for girls, boys, men and women living with the effects of leprosy in 18 countries across Asia, Africa and the Pacific, we also serve future generations, by working to end the transmission of leprosy so that they may be born into a world free from the oppression of this disease.

**Our work would not be possible without the support of hundreds of thousands of people around the world that have responded to this call. We seek to be a blessing to these people as we partner together in God's mission.**



## AND FUTURE GENERATIONS

# WHERE WE WORK



# A CHANGING WORLD

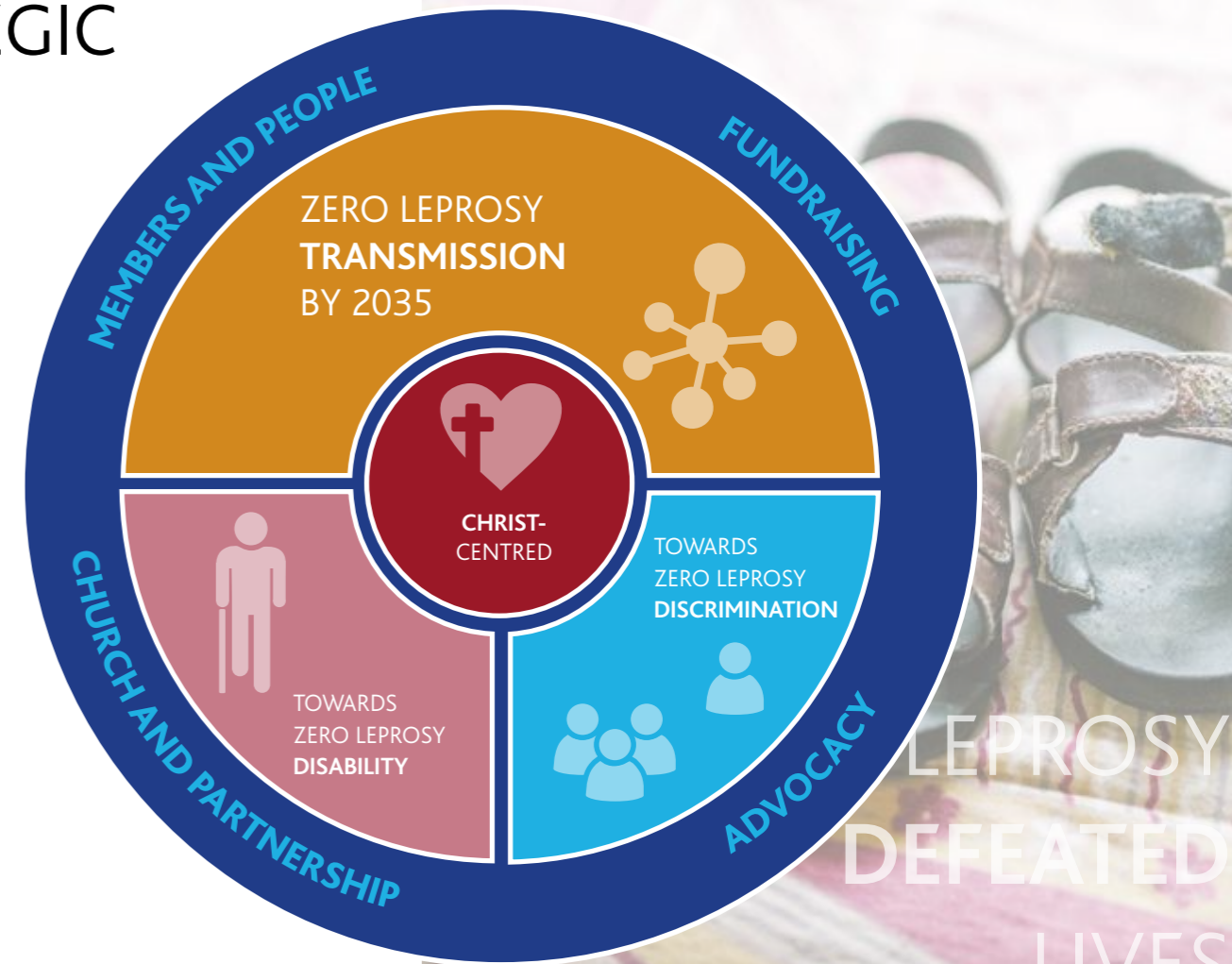
Our world continues to change, bringing new challenges and new opportunities that are considered in our 2023 strategy:

CHANGING DONOR RELATIONSHIPS  
**DIGITAL TECHNOLOGY INNOVATIONS**  
**FUNDING CONSTRAINTS**  
 VALUE-FOR-MONEY AGEING DONOR BASE INEQUALITY SOCIAL MEDIA  
 RISING POVERTY **SUSTAINABLE DEVELOPMENT GOALS**  
 LIMITED ACCESS TO CLEAN WATER DISEASE MIGRATION  
 NEGLECTED TROPICAL DISEASES  
**HIGH LEVELS OF VISIBLE IMPAIRMENT**  
 POOR LEPROSY DETECTION  
 INSUFFICIENT GOVERNMENT OWNERSHIP **STIGMA**  
**DECLINING LEPROSY EXPERTISE**  
 UNDERSTANDING LEPROSY TRANSMISSION  
 DISCRIMINATORY LAWS  
 INNER WELLBEING **RELIGIOUS TENSION**  
**CONFLICT**

# OUR STRATEGIC PRIORITIES

Our strategy is centred on Christ, with a main priority of reducing transmission as we work towards our long term goal of zero leprosy transmission by 2035. This links in with our two other focus areas, disability and discrimination.

In order to deliver on this strategy, we will intentionally invest in four key enabling areas: Members and People, Fundraising, Church and Partnership, and Advocacy. Our aims for 2023 are all significant steps towards our long-term ambitions.



LEPROSY  
 DEFEATED  
 LIVES  
 TRANSFORMED

# TOWARDS ZERO LEPROSY TRANSMISSION

## THE CHALLENGE

The leprosy sector has insufficient focus on, and understanding of, how to end transmission. With the additional challenges of limited government ownership and declining leprosy expertise, leprosy case detection numbers have levelled out. Too many children are being diagnosed with leprosy and there are continued high levels of visible impairment. There is not yet an effective business case to inspire a global push to defeat leprosy.

### THE LEPROSY MISSION WILL

- 1 Implement, and promote with key partners, a combined approach to tackling leprosy in key endemic areas which includes:
  - data collection and mapping
  - active case finding
  - contact tracing
  - chemo/immuno-prophylaxis
  - health facility staff skills
  - targeted community awareness raising and partnerships
  - treatment completion
- 2 Collaborate and partner with national and local governments
- 3 Invest in succession planning, training, and new technology-based methods of communication
- 4 Utilise our research skills and presence to develop, investigate and trial new innovations related to understanding transmission; early diagnosis; monitoring relapse and anti-microbial resistance; and combined approaches to reducing transmission

### TO IMPROVE

- 1 The focus of TLM resources on key endemic areas and the effectiveness of initiatives targeted at reducing leprosy transmission
- 2 Government ownership of leprosy detection and treatment, integrated with government health systems where possible
- 3 The retention, extension and availability of leprosy expertise
- 4 The effectiveness of leprosy-related innovations and the evidence base to inform policies, strategies and activities

### IMPACT BY THE END OF 2023

Earlier detection and treatment of new leprosy cases

### OUR FUTURE AMBITION

Zero transmission of leprosy by 2035

## TOWARDS ZERO LEPROSY TRANSMISSION UNPACKED

There are 704 leprosy endemic districts in the countries where The Leprosy Mission works. To interrupt transmission it is vital that we target these endemic districts and adopt an approach that combines multiple tactics. Government ownership to detect and provide treatment is required to ensure the breadth of reach needed; we therefore prioritise providing our technical support and identifying ways to promote health system integration where possible.

We have a leading role to play in tackling the decline of leprosy expertise and will identify ways to do this, including utilising new technology options for supporting primary and secondary healthcare workers.

The Leprosy Mission has a strong record in leprosy research. We will utilise our field presence to develop, investigate and trial research innovations related to understanding and reducing transmission, early diagnosis, monitoring relapse and anti-microbial resistance.

### INDICATORS

- ▶ Grade 2 disability in fewer than 5% of newly diagnosed cases (based on figures for districts in which TLM works or supports)
- ▶ Treatment completion rates greater than 90%
- ▶ Decreasing proportion of child cases among total new cases detected
- ▶ Zero grade 2 disability in children newly diagnosed with leprosy
- ▶ Contact tracing done in more than 80% of new cases

Because Laurinda's parents took her to the hospital early, she was diagnosed and cured of leprosy before it could cause any permanent damage.





# TOWARDS ZERO LEPROSY DISABILITY

## THE CHALLENGE

Disability is not an inevitable consequence of leprosy but people continue to be affected by it. Limited government ownership of leprosy care, complications management and prevention of disability services, augmented by declining leprosy expertise, means that people are not getting the timely interventions they need. There is a lack of data on leprosy-related disability within the leprosy sector, however, we do know that in recent years, rehabilitation has been neglected and there has always been inadequate attention to inner wellbeing issues.

### THE LEPROSY MISSION WILL

- 1 Support governments and other health partners (or undertake ourselves where necessary), to conduct surveillance, including disaggregated data collection and mapping, and to detect and manage neuritis/reaction as well as to undertake research into reaction management
- 2 Increase our focus on the inner wellbeing of people affected by leprosy in our work, knowing what to look for, how to support and where to direct for professional help
- 3 Collaborate with governments and other health partners (or undertake ourselves where necessary) to address secondary impairments, including ulcer care, eye care and reconstructive surgery
- 4 Enable leprosy-affected people's organisations, disabled people's organisations, self-help groups and churches to facilitate community level self-care and emotional support for persons affected by leprosy

### TO IMPROVE

- 1 The timely detection, monitoring, and treatment of impairments of the eyes, hands and feet
- 2 The holistic approach to supporting people affected by leprosy to overcome their disabilities
- 3 Access to rehabilitation services at community, district and referral level for people affected by leprosy
- 4 The self-management of impairments

### IMPACT BY THE END OF 2023

Reduced disability burden in people affected by leprosy

Transformation of physical, mental, emotional and spiritual wellbeing of people affected by leprosy

### OUR FUTURE AMBITION

Healing, dignity and life in all its fullness

## TOWARDS ZERO LEPROSY DISABILITY UNPACKED

One of The Leprosy Mission's strengths is our experience in providing disability-related services (both in hospitals and in the community) and in supporting community-based rehabilitation and home-based self-care. We will support governments in ensuring that neuritis and reactions are detected early and managed properly and that people affected by leprosy have access to services for leprosy complications (such as ulcer care, eye care and reconstructive surgery). We will work at the community level to promote models of self-care that empower people to manage their impairments.

Mental illness, especially depression, is among the leading causes of ill health and disability worldwide, affecting more than 450 million people across the globe. For people affected by leprosy, the probability and impact of facing a mental health problem is high, which is why we are determined to increase our ability to know what to look for, how to support and where to refer them for professional help.

### INDICATORS

- ▶ Fewer than 5% of persons affected by leprosy with increased EHF score (impairment sum score of eyes, hands and feet) at the end of MDT treatment
- ▶ 10% increase in average WHO-5 well-being index score for persons affected by leprosy
- ▶ 80% or more of surveyed direct clients reporting that they have timely/quality access to treatment and services for primary and secondary impairments

*"I've ignored the wound on my foot for too long. Hopefully I can do farm work again when I receive my prosthesis."*

LAU

# TOWARDS ZERO LEPROSY DISCRIMINATION

## THE CHALLENGE

38 countries still have legislation that discriminates against people affected by leprosy. People affected by leprosy are still routinely overlooked, ignored or prevented from a full participation in public, social, economic and cultural life. They also may feel shame and isolate themselves due to self stigma.

### THE LEPROSY MISSION WILL

- 1 Enable leprosy-affected people's organisations, disabled people's organisations, self-help groups, leprosy champions and individuals affected by leprosy to challenge injustice and self-advocate for their rights and entitlements
- 2 Undertake targeted community-level advocacy and the development of livelihood skills for people affected by leprosy
- 3 Encourage and facilitate peer support for people with self stigma
- 4 Tackle discriminatory laws and official practices, by lobbying UN bodies and national government legislators

### TO IMPROVE

- 1 Participation in public and social life; awareness raising of rights; a stronger voice of people affected by leprosy; the inclusion of people affected by leprosy in the disability 'movement'
- 2 The opportunity for people affected by leprosy to have a sustainable livelihood
- 3 The feelings of worth and value felt by people affected by leprosy
- 4 The performance of national governments in implementing the relevant international treaties impacting people affected by leprosy; and also the amount of action taken to repeal, amend or abolish discriminatory legislation and practice.

### IMPACT BY THE END OF 2023

Greater inclusion of, and justice for, people affected by leprosy and disability

People affected by leprosy confidently standing up for their rights

### OUR FUTURE AMBITION

Zero discrimination against people affected by leprosy

## TOWARDS ZERO LEPROSY DISCRIMINATION UNPACKED

It is an injustice that people affected by leprosy are so unnecessarily excluded from society. The Leprosy Mission's work on inclusion is based on the following rights for people affected by leprosy:

- The right to have an identity
- The right to be heard
- The right to dignity
- The right to sustainable livelihood
- The right to essential education and health services
- The right to participate in political life

These are grounded in our commitment to the Universal Declaration of Human Rights and we will strive for these to be a reality.

We will support people affected by leprosy to challenge injustice and self-advocate for their rights and entitlements. Together we will target discriminatory law and official practice, while encouraging nation states to uphold the

relevant international treaties, especially the UN Convention on the Rights of Persons with Disabilities, as well as the UN Principles and Guidelines for the Elimination of Discrimination against Persons Affected by Leprosy and Their Family Members.

We know from what people affected by leprosy tell us that when they can bring resources into the household economy their standing in the family and wider community increases and their voice begins to be heard. We will promote opportunities to earn a sustainable living and we will work with communities to address the barriers that prevent this from happening.

### INDICATORS

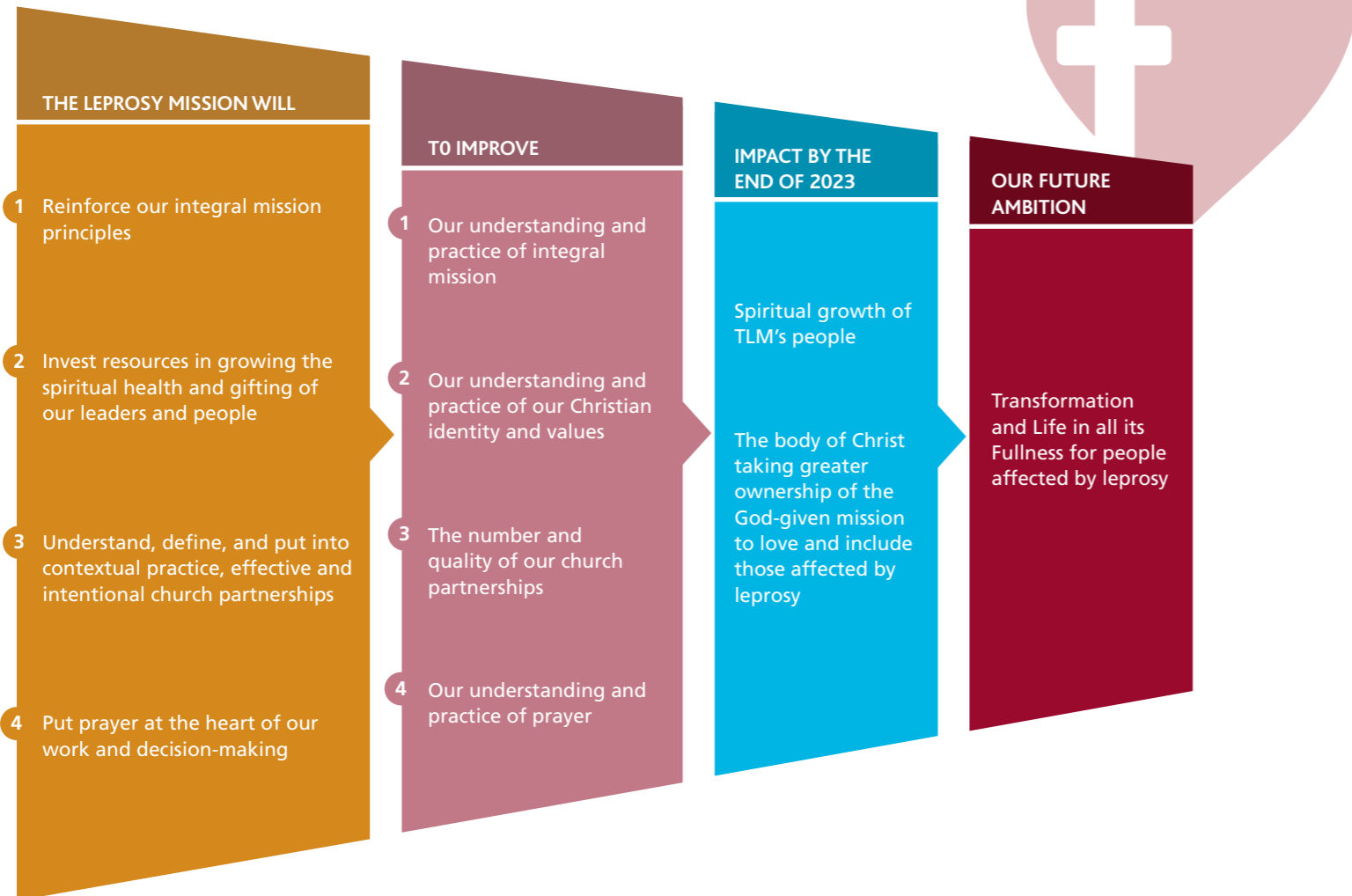
- ▶ A 50% increase in people affected by leprosy supported by TLM to self-advocate
- ▶ More than 85% of surveyed people affected by leprosy say they have improved social inclusion in their communities
- ▶ More than 85% of TLM-supported households reporting increased or more regular household income
- ▶ More than 50% of leprosy-burdened countries report to the UN treaty bodies on the action taken to promote the rights and dignity of persons affected by leprosy
- ▶ 80% of the remaining 179 discriminatory laws in 38 countries are repealed

*"Since they found out at school, my friends don't like to sit or play with me."*

SHIRINA



# CHRIST-CENTRED



# CHRIST-CENTRED UNPACKED

The Leprosy Mission was established with a holistic vision of transformation of the Gospel through working to serve people affected by leprosy, who had a special place in Jesus' earthly ministry. To achieve our aims as a Christian leprosy-focused organisation, we will therefore: reinforce our integral mission principles, work through local churches, develop the spiritual gifts of our people, and put prayer at the heart of our work and decision-making.

By investing resources in growing the spiritual health of our people, we enable them to bring greater transformation in the lives of the people we work with. This may include physical, economic, social, psychological or spiritual transformation.

There is a tremendous opportunity for the local church to be a strong witness of God's love for people affected by leprosy, to help to reduce stigma and discrimination, and to raise awareness to help reduce transmission. We will

therefore seek to better engage the local church to take greater ownership of this God-given mission, intentionally forming a wider and deeper spread of church partnerships.

## INDICATORS

- ▶ Marks of integral mission evidenced in all new projects and Member strategies
- ▶ A 10% increase per year in the number of active church partnerships which model God's love and inclusion to people affected by leprosy
- ▶ Evidence of transformation and Life in all its Fullness in the lives of the people we work with

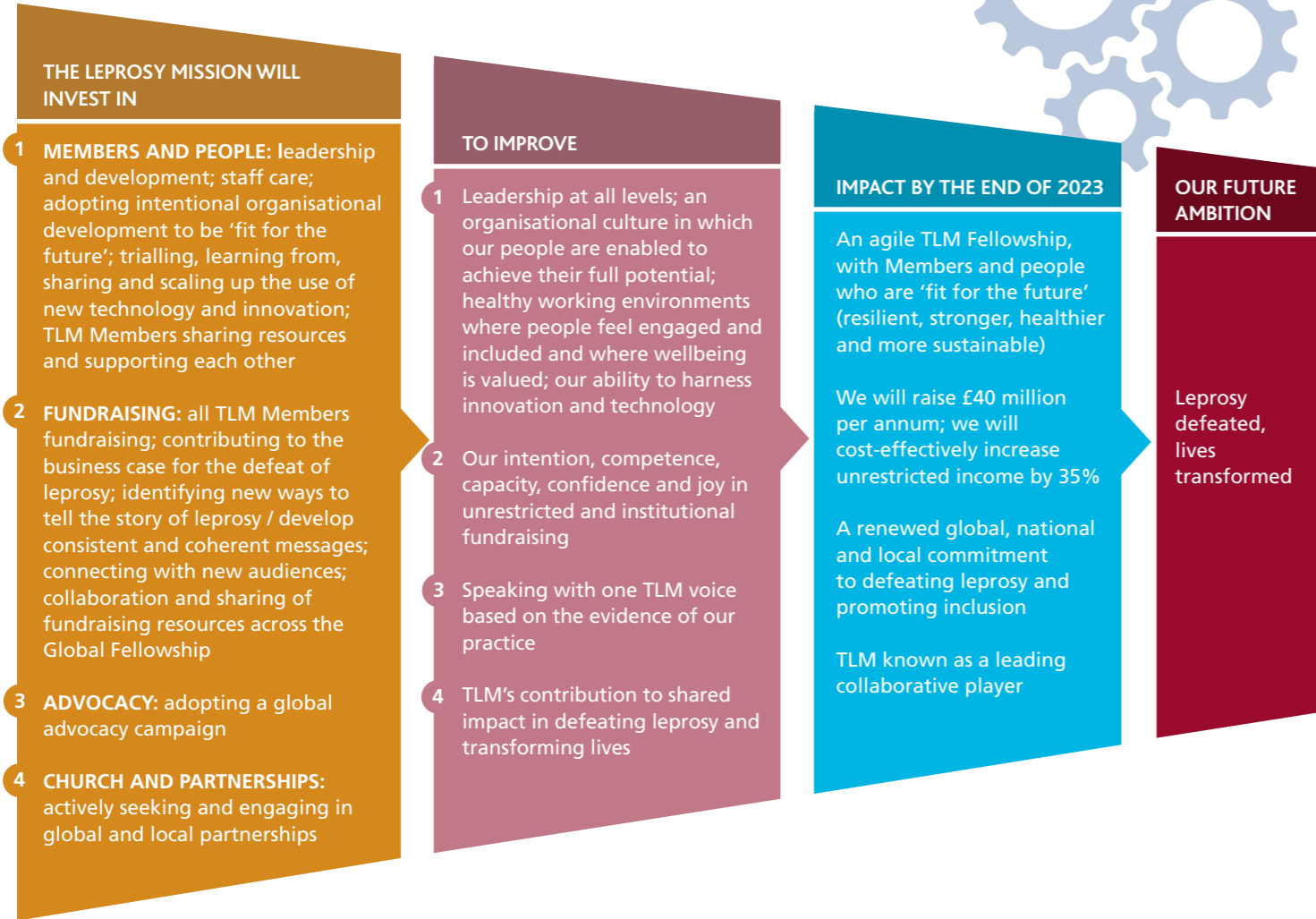
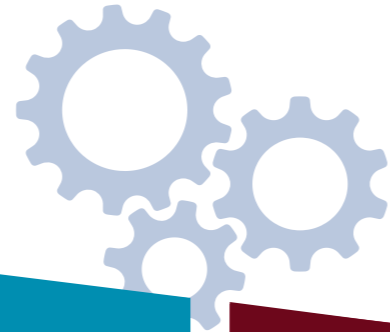
*"I know that Jesus works through each of the people involved in The Leprosy Mission. When people from TLM visit my house, it is as if Jesus himself has come to visit me."*

NAGAMMAL



# ENABLING THE LEPROSY MISSION

TO ACHIEVE OUR GOALS



## ENABLING THE LEPROSY MISSION UNPACKED

### MEMBERS AND PEOPLE

In order to achieve our future ambitions we need to be a TLM that is 'fit for the future', with flourishing Members and thriving people. We will therefore invest in our organisational development to enable our Members to be as strong, healthy, resilient and sustainable as possible. We use the following model:

**WE ARE:** We have a strong sense of identity and belonging which provides solid roots to all that we do and allows the organisation to exist and be resilient.

**WE RELATE:** We engage with all our stakeholders, especially people affected by leprosy, in a meaningful, constructive, and people-centred way.

**WE MANAGE:** We have the appropriate systems and procedures, and effectively use them to best express who we are.

**WE MAXIMISE:** We are aware of our performance and are willing to learn and be innovative as we seek to deliver the most positive impact we can.

We will seek to create a people culture that values every individual and enables them to achieve their potential. We will invest in the leadership capabilities at all levels of our organisation and invest in healthy and positive working environments where people feel engaged and included, encouraged to grow, and where wellbeing is valued.

#### INDICATORS

90% of TLM Members evidence improved health, resilience and performance

Increasing staff engagement

*"My heart is at ease: I'm not afraid of the future anymore since I know The Leprosy Mission."*

MAIMOUNA



## ENABLING THE LEPROSY MISSION UNPACKED

### FUNDRAISING

With our deliberately ambitious 2035 goal of zero transmission of leprosy we will need to raise, intentionally and boldly, higher amounts of funding support than ever before. We will invest in various forms of fundraising, so that:

- WE WILL deepen our relationships with our supporters and partners
- WE WILL seek, and engage with, individual supporters who will pray for our mission as well as give financially
- WE WILL develop different sources of funding so that we do not become dependent upon a single type
- WE WILL share our vision with churches and groups for their support and keep the news of leprosy in front of Christian and other communities

- WE WILL define our work so that it is attractive to Trusts and Foundations
- WE WILL respond to opportunities for Institutional funding where there is a correlation between their 'call' and our work
- WE WILL seek opportunities to engage in cross-border funding opportunities, including the larger funds supporting international development

#### INDICATORS

▶ Total funds raised increase to £40m

▶ A 35% increase in unrestricted income

▶ An increase in the number of active supporters.

▶ All TLM members engaged in appeals and fundraising

"Fundraising is proclaiming what we believe in such a way that we offer other people an opportunity to participate with us in our vision and mission."

HENRI J. M. NOUWEN,  
*A SPIRITUALITY OF FUNDRAISING*

## ENABLING THE LEPROSY MISSION UNPACKED

### ADVOCACY AND PARTNERSHIPS

The Leprosy Mission believes that strength comes from unity, working together towards a common goal. We understand that our ambitions cannot be achieved by any single organisation on their own, which is why we are passionate about partnering with others. We work with local organisations and foster close links with governments, the local church, national human rights institutions, and other INGOs to make sure that our programmes are inclusive, sustainable and effective.

As the number of people receiving multi-drug therapy decreases, advocacy has a vital role in sustaining the interest and commitment of national governments, donors and other stakeholders to ensure no one is left behind as we accelerate towards zero transmission, zero disability and zero discrimination. With over 140 years' experience working for and alongside people affected by leprosy, The Leprosy Mission also has a unique

opportunity to ensure that their concerns are heard and understood in international forums.

As a member of the **International Federation of Anti-Leprosy Associations (ILEP)** and the **Global Partnership for Zero Leprosy**, The Leprosy Mission actively collaborates with **other INGOs** and the **World Health Organization (WHO) Global Leprosy Programme**. Our strategic priorities are aligned with their goals and strategies.

We work closely in many countries around the world with the **International Association for Integration, Dignity and Economic Advancement (IDEA)**, the advocacy organisation led primarily by individuals who have personally faced the challenges of leprosy. Our work fully supports their dedication to the principle that individuals whose lives have been challenged by leprosy have the right to full and equal participation in society, including the right to equal justice, equal opportunity, and equal dignity without discrimination.

WHO estimates that nearly 1½ billion people in the world are affected by Neglected Tropical Diseases (NTDs). Leprosy is included in this group of 20 NTDs and its treatment and care requirements share many characteristics with other NTDs. Therefore we are committed to working with like-minded organisations, sharing learning and approaches to tackle these diseases in an integrated manner through our partnership with the **Neglected Tropical Disease NGO Network**.

As well as promoting interventions to prevent and manage leprosy-related impairments, we promote the rights of persons with disability, including those affected by leprosy, through joint advocacy with the **International Disability and Development Consortium**.

#### INDICATOR

▶ All Global Fellowship Members engaged in a single global advocacy campaign



# ENGAGEMENT ON CROSS CUTTING ISSUES

People affected by leprosy are often among the poorest and most marginalised and can be deeply affected by other poverty-related challenges in their communities.

The Leprosy Mission seeks to address issues relating to economic and social development, sustainable livelihoods, and the poor housing, unsafe water and limited access to health and education often faced by people affected by leprosy and their immediate communities. We partner with other organisations to ensure that our programmes integrate with their initiatives in these areas and that people affected by leprosy are included. Improved **water, sanitation and hygiene** contribute greatly to better health and development, which are important factors in reducing the incidence of leprosy. There are also obvious immediate

benefits of personal hygiene and hygienic environments in reducing the infection of wounds.

The 2030 **Sustainable Development Goals** (SDGs) are an inclusive agenda. They tackle the root causes of poverty and unite us together to make a positive change for both people and planet with a commitment to leave no one behind. We strongly support these goals; in particular the medical focus of our work is most closely linked to Goal 3, Target 3.3: "By 2030, end the epidemics of AIDS, tuberculosis, malaria, and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases." Furthermore, the holistic nature of our work means our programmes link closely to 16 of

the 17 SDGs. We believe that the goals are an invaluable opportunity to work together for and with those who are marginalised, forgotten and in need.

We recognise that leprosy affects **women, men, girls and boys** in different ways; for example, women are believed to be under-diagnosed compared to men. We are committed to investigating, understanding and responding to the gender dynamics of leprosy and to promoting gender equity.

*"We can use the clean water for everyday use – washing, cleaning, drinking, and not worry about how dirty it is. My children are playing around the well and that makes me happy."*

AMA



# THANK YOU

A huge thank you to everyone who works for or with The Leprosy Mission – staff, volunteers, donors, partners and friends.

Together, we will do whatever it takes to defeat leprosy and transform lives.

Please visit our website for more information or follow us on social media:

 [www.leprosymission.org](http://www.leprosymission.org)

 [@Leprosymissint](https://twitter.com/Leprosymissint)

 [www.facebook.com/TheLeprosyMissionInternational](https://www.facebook.com/TheLeprosyMissionInternational)



Give thanks to the LORD, for he is good; his love endures forever.

PSALM 118:1 (NIV)