



STRATEGIC PLAN 2018 – 2022

VISION

Improving the health and lives of people in Africa.

MISSION

To develop healthier environments and to build capacity through the provision of voluntary medical assistance; training and teaching doctors, nurses and allied health workers; and improving infrastructure and providing medical equipment.

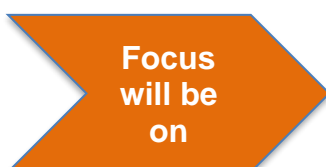
PRIORITIES

Strategic priorities over the next five years will be characterised by growth, which will largely be achieved through expanding programs and only adding new initiatives which can be properly funded and resourced.

1 Progress the 13 Hospitals Project with training and empowerment of local surgeons, doctors and nurses

Australian Doctors for Africa (ADFA) has a mandate to improve and construct hospital facilities. Building upon the completion of new operating theatres in Addis Ababa (Ethiopia) and Antsirabe (Madagascar) and the commencement of two new operating facilities in Bahir Dar and Hawassa in Ethiopia, ADFA will embark upon the identification and scoping of other hospital facilities in the four countries in which it operates.

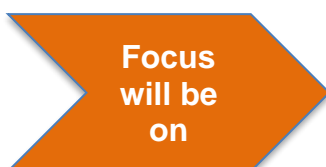
In all countries, the priority of these hospitals will depend on the access to trained doctors, nurses and allied health workers and the responsibility of the country to provide maintenance and staffing. ADFA will provide additional equipment and supplies where appropriate.



- **Supporting trained surgeons, doctors and nurses**
- **Initial scoping study**
- **Providing adequate infrastructure and equipment**
- **Engaging local architects and contractors**
- **Handover to local hospital management**

2 Incorporate training and teaching in all medical visits

Incorporating teaching and training in ADFA medical visits in all countries is a key objective. Some areas have excelled, such as nursing, gastroenterology and orthopaedics training in Ethiopia. Teaching and training needs to be planned, sustainable, country specific and consistent with the current state of development in each country.



- **Evaluating the teaching programs**
- **Preparing guidelines for team leaders and team members**
- **Increased teaching in Somaliland**
- **Collaborating with other NGO partners**

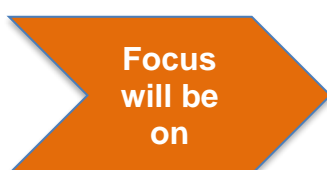
3 Develop world leading procedures and practices for a medical outreach charity

Based on experience sending complex medical teams into difficult working environments overseas, ADFA has developed proven procedures and practices. ADFA seeks to further develop these methods to achieve world leadership in these areas.

Evidence based assessment and feedback enables monitoring and evaluation of the success of complex development programs. Further improvement in this area is anticipated.

Digital/telehealth is an effective way of delivering training and education to our partner countries. Development of such communication pathways will expand and enhance the capacity of ADFA visiting teams.

Medical research projects are the hallmark of sound medical practices. Research can be conducted and published by ADFA volunteers and by our overseas medical partners. We hope to build on the research already conducted by gastroenterology in Madagascar.

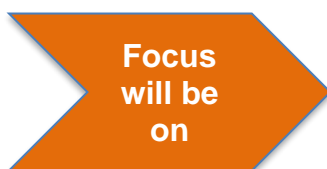


- Digital and telehealth
- Evidence based assessment
- Clinical research
- Medical Advisory Committee
- On-line education

4 Maintain ADFA humanitarian values and ensure they are expressed in all our activities

ADFA has grown successful from adherence to basic values of fairness; respect for all individuals irrespective of race, gender, religion or culture; focus on the poorest people; and enhancement of access to better health care. This has been done through dedicated volunteer service and empowerment of local doctors, nurses and allied health workers.

All strategic activities will maintain and strengthen these values.

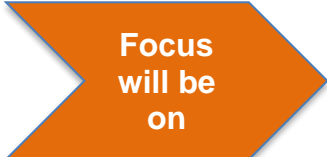


- Go only where invited
- Develop and train
- Reach out to the poorest people
- Respect that we are helping people find their own solutions
- Reinforcement of values to all team members

5 Develop collaborations and partnerships

Over the past five years, ADFA has embarked upon several collaborations with other organisations and NGOs to progress its services in an efficient and effective way. An example of this is our partnership with the AO Alliance in the delivery of a management of trauma course to residents in Ethiopia. As the course grew in popularity under ADFA, so did the requirement for administration and organisation which has since been taken over by the AO Alliance. This has resulted in increased enrolments and an increase in the number of international orthopaedic surgeons prepared to be involved in the course while, at the same time, maintaining a strong ADFA presence.

It has become increasingly apparent to ADFA in its 12 years of work in Madagascar that a specific series of infrastructure projects, teaching and training and treatment programs should have priority to address the inequality and disease burden.

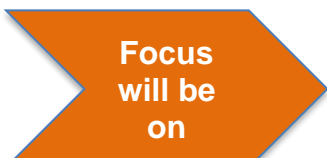


Focus
will be
on

- Raising the ADFA profile through publicity, information technology, communications and networking
- Working with key stakeholders in Government
- Identifying ADFA needs, eg. equipment maintenance
- Identifying collaborative relationships with other organisations

6 Develop a systematic approach to fundraising including securing a cornerstone \$1 million grant

In ADFA's world humanitarian need far outstrips the funds available. Yet, correctly framed and presented, there is a large amount of philanthropic funding available for an organisation such as ADFA. This strategic plan allows communication with a wider group of national and international funders – private, government and foundations. A systematic approach will enable more projects to be undertaken.

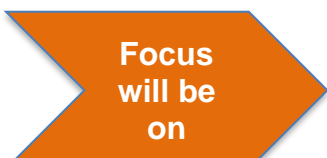


Focus
will be
on

- Developing a system to approach foundations
- Identifying other avenues of funding
- Progressing to full accreditation with the Department of Foreign Affairs and Trade
- Creating a fundraising committee

7 Develop a national policy for clubfoot in Madagascar

For several years, ADFA has systematically developed a clubfoot program in the south-west region of Madagascar, which is centred in the poor community of Toliara and several satellite outreach towns and centres. This program has been the blueprint for successfully establishing a clubfoot program in Somaliland. With the program firmly established in the south-west of Madagascar, there is an opportunity to engage with influencers to develop a national policy.

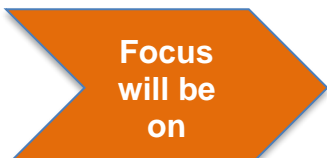


Focus
will be
on

- Engaging with all NGOs active in this area
- Organising a national conference/workshop to progress a strategic direction
- Establishing the current needs and state of clubfoot in Madagascar
- Identifying current strengths and weaknesses of the current system
- Having the strategic direction endorsed by the Malagasy Minister of Health

8 Expand the range of specialities provided by volunteers

A key of ADFA's charter is to respond to local needs where possible. In every location, doctors and hospital administrators request more visits by more specialists with expertise suited to that location. Plastic surgery, dermatology and family planning are specialities frequently requested, for which it is possible to develop programs.



Focus
will be
on

- Responding to needs expressed by local partners
- Matching availability of voluntary expertise
- Proceeding with scoping study, service provision, building trust, teaching and training