

# Australian Doctors for Africa

## Strategic Plan 2023-28

### 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 for specialist surgical and medical services.

### PRINCIPLES

These principles inform the way in which ADFA works to achieve its mission:

- **Matching of need and capacity** (funds & volunteers) – when a need is identified by a collaborating hospital or partner, ADFA will attempt to match that with its capacity via volunteers or funding. This requires a prioritisation of available resources, and not all needs can be met.
- **Responding to locally articulated need & requests** – ADFA seeks to support the priorities of hospitals and partners as identified by them.
- **Capacity building approach** – provide a hand up not a hand out – By training, mentoring, and building local capacity, ADFA promotes sustainability in the longer term.
- **Do no harm** – ADFA has strong ethical commitments especially in the area of safeguarding of children and vulnerable people.
- **Evidence based responses, Impact assessment approach** – by understanding the results of its work, ADFA can make informed decisions about programs and engagement



# Australian Doctors for Africa – What we do

Overseas Medical Assignments	Training and Teaching	Infrastructure Development and Equipment	Advanced Development	ADFA Organisational Development
<b>Outcomes – What we want to achieve</b>				
Vulnerable people (including women and children) have increased access to specialist medical services in Africa due to ADFA volunteer overseas medical assignments.	Greater number of well-trained medical personnel and specialists (especially women) in Africa providing improved medical treatment to vulnerable communities.	Greater access to better equipped and safe health facilities for more vulnerable people in Africa.	Local health systems, programs and partners delivering strong health outcomes to their communities.	ADFA is a more accountable and efficient organisation with strong leadership, robust systems and programs.
<b>Strategic Priorities</b>				
<p>Country program consolidation in existing focus countries based on program impact assessments, monitoring and data collection.</p> <p>An incremental approach to geographic expansion of focus countries and or specialities, informed by an evidence based approach and strategic opportunities.</p> <p>Team Leader retention and succession planning through a focus on recruitment and mentoring of new clinical specialists.</p> <p>Volunteer recruitment, engagement and retention for continuity of ADFA country programs and new opportunities.</p> <p>Exit from a country – suspension of a program requires a risk assessment and analysis of the implications of that decision.</p>	<p>Local specialist capacity development (particularly of women) in partnership with IN-GOs, and training and mentorship by local, African, and international senior specialists such as ADFA Volunteers.</p> <p>Focus on Nurse &amp; Technician capacity development, through developing train the trainer approach, and formal training opportunities.</p> <p>Support and strengthen the scholarship program &amp; consider:</p> <ul style="list-style-type: none"> <li>· its strategic scope/size</li> <li>· opportunities to promote women in medicine</li> <li>· most effective management system</li> <li>· mentoring by senior specialists</li> <li>· alumni/continued engagement of scholars.</li> </ul>	<p>ADFA will prioritize equipment and infrastructure development for hospitals with trained specialists to support them to achieve their potential.</p> <p>Where appropriate, support hospitals responding to crises (ie, COVID, conflict).</p> <p>Support for Clinical Centres of Excellence particularly for training &amp; capacity building.</p>	<p>Strengthening health sectors via support to strategy &amp; policy development.</p> <p>Prevention of long term disability through clubfoot programs and early orthopaedic interventions.</p> <p>Future program opportunities will be informed by an Assessment Approach:</p> <ul style="list-style-type: none"> <li>· prioritisation of problem</li> <li>· current &amp; future resource needs/availability</li> <li>· other actors including potential partners</li> </ul> <p>ADFA will use an Impact Evaluation Approach to promote long term capacity development:</p> <ul style="list-style-type: none"> <li>· identify specific outcomes (jointly decided with local stakeholders)</li> <li>· data collection &amp; ongoing monitoring.</li> </ul>	<p>Build organisational resilience to support leadership transition by:</p> <ul style="list-style-type: none"> <li>· strong governance oversight by Board</li> <li>· capacity development of Management team</li> <li>· strong systems, policies, &amp; practices to support organisational objectives</li> <li>· effective and committed clinical team leaders</li> <li>· strong in-country support structures.</li> </ul> <p>Develop ADFA's fundraising capacity through:</p> <ul style="list-style-type: none"> <li>· establishment of a fundraising committee</li> <li>· new fundraising options (eg. sponsorship of surgeons, programs)</li> <li>· target government and philanthropic grant opportunities</li> <li>· engagement with African diaspora in WA.</li> </ul> <p>Promote donor and volunteer engagement through a strong communications strategy.</p>