

For All The World To See

Strategic Plan

2017-2020



 OPERATION EYESIGHT UNIVERSAL
For All The World To See

Strategic Plan: 2017 - 2020

Vision

Elimination of avoidable blindness

Mission

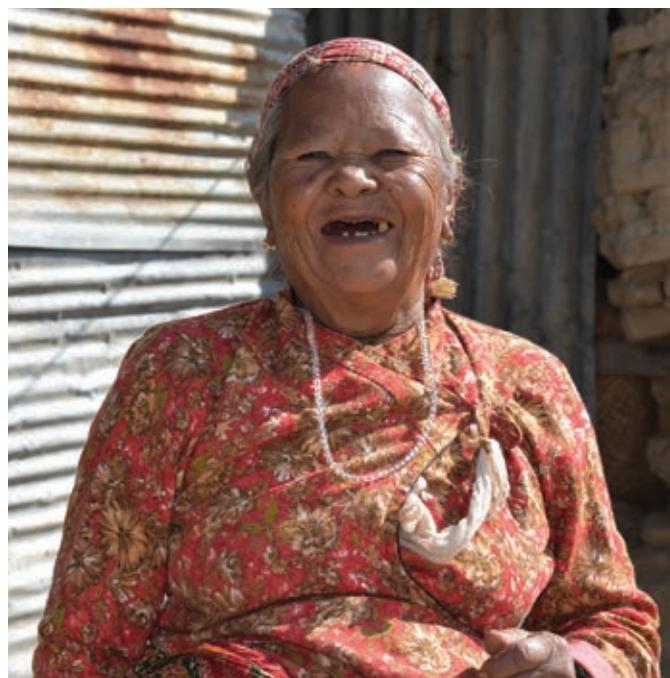
To prevent blindness and restore sight

Tagline

For All The World To See

Our Values

- **Quality and Excellence:** in programming, service delivery, skill development, outcomes, partnerships, donor relationships, leadership and staff.
- **Comprehensiveness and Collaboration:** in everything we do and with everyone with whom we work.
- **Accountability and Transparency:** in everything we do.
- **Empowerment and Transformation:** in working with and strengthening communities by supporting local institutions, transferring skills and promoting world-class policies and practices.



- **Adaptability and Flexibility:** in adjusting to changing conditions, learning from our experiences, taking advantage of opportunities and optimising efficiency.
- **Equitability and Respect:** in our sensitivity to cultural mores, gender consciousness and application of human rights consistent with the United Nations' Universal Declaration of Human Rights.
- **Innovation and Creativity:** in program delivery. We are committed to learning, testing and monitoring our outcomes in order to continuously improve and generate innovative approaches and models.

Positioning Statement

We are one of the world's foremost eye health charitable organisations dedicated to eliminating avoidable blindness. We contribute at every level throughout the continuum of eye health. We achieve measurable and sustainable outcomes through local community engagement, partnership development and knowledge transfer. We advocate for quality eye health to be an integral part of the health care systems in the countries where we work.



Operational Parameters

Core Services

Operation Eyesight and our carefully-selected partners intervene in two major areas and seven activities to further the elimination of avoidable blindness:

Community Empowerment

1. **Prevention:** we work with local communities to train, educate and empower people to undertake preventive measures that will keep them protected from eye diseases and conditions.
2. **Education and training:** we educate people to enable them to increase control over eye health and its determinants, and we support human resource development for eye care personnel in our countries of intervention.
3. **Public awareness:** we publicise the importance of eye health using social media and mass media.
4. **Rehabilitation:** we engage in activities that support the rehabilitation of those who are blind or have low vision so they can live independently and maintain quality of life.

Quality Eye Care Services

5. **Diagnostics:** we ensure provision of timely, cost-effective and high quality diagnostic care.
6. **Intervention:** we intervene medically and/or surgically with those who have been diagnosed with eye diseases to treat or cure their conditions.
7. **Facilities:** we support construction of new eye care facilities and strengthening of existing facilities at the primary, secondary and tertiary levels.



Beneficiaries

Our beneficiaries fall into two categories:

- Our **primary beneficiaries** are those with eye conditions and eye diseases in developing countries, as well as their families and the communities where they live. In particular, we focus on vulnerable populations including women, children, the elderly and others who belong to marginalised sectors of society.
- Our **secondary beneficiaries** include the ophthalmic personnel, support staff and community-based health workers who are part of the public health systems in developing countries and who are responsible for delivery of quality eye care services, as well as policymakers who are responsible for setting and implementing eye health care.

Strategic Priorities

Our vision is to eliminate avoidable blindness. To be successful, we need to move more boldly and invest in our people and our programs if we are to fulfil our task. Our ultimate goal is to eliminate the need for our work. If we are going to do this, we need to reach more people, in more places, in less time, with more efficiency, while maintaining our quality of service and a strong financial foundation.

We've committed ourselves to the elimination of avoidable blindness in the regions in which we work. We've established a replicable working model that is based on local community engagement, partnership development and knowledge transfer, and that results in sustainable impacts. The model is sought-after by those who work in our field. Working with the United Nations' aspirational Sustainable Development Goals in mind, we've also established best practices of prevention, treatment and care in two core services with seven key activities, as outlined on the previous page.

In order to reach our goals and realise the outcomes we've set out, we'll address the following strategic priorities:



Priority 1: Focus on people, patients, prevention and treatment

Our focus has always been on "the best for the poorest," and it will continue to be. Everything we do is to prevent blindness, restore sight and improve eye health. We'll continue to prevent avoidable blindness where we can by introducing and promoting healthy eye care behaviours; and treat avoidable blindness where we must by expanding the number of surgeries and making available drugs and medicines to those in need.

Priority 2: Focus on developing and training our people

Our staff and volunteers have generated our success to date. We're committed to preparing the next generation of eye health workers, professionals and leaders so they can lead the way with as much vision as those who have brought us this far. In order to deliver on our objectives – to grow and sustain our competitiveness – we need to invest in developing the people in our organisation and in our partner organisations.



Priority 3:

Focus on communities to create avoidable blindness-free communities

Our success is based on working with communities and in communities on prevention and treatment. The Operation Eyesight model of eye health is proven to be effective. We'll significantly expand the use of this model by 2020 to realise our goal of ensuring thousands of communities are "avoidable blindness-free."

Priority 4:

Focus on partnerships

Our task, our vision, our mission and our goals are not just ours. They are the goals we've adopted on behalf of those we serve and on behalf of those with whom we serve. We'll undertake research and document our models and approaches so we can successfully advocate with health ministries, international agencies, professional associations, and other local, national and global eye health stakeholders, as well as our partners and donors in business, medical institutions, hospitals, volunteers and co-workers.



Priority 5:

Focus on financial sustainability

Our ability to declare thousands of communities free of avoidable blindness is an aspiration we share with those we serve. It can only be achieved as long as we have the resources to do the work that so desperately needs to be done. We aspire to achieve financial sustainability so we can spend the majority of our time, energy and resources attending to those we serve.

To achieve the goals set out below by 2020, we will raise a minimum of \$20 million globally between 2017 and the end of 2020 from our patrons, including governments, businesses, individuals, foundations, associations, health agencies, and other INGOs who share our vision and support our mission.



Strategic Goals

We have reviewed our performance over the past three years. Operation Eyesight has evolved in the way we work with partners and projects. We've transitioned from an "aid agency" to a "development organisation." Now, we need to further invest in our people and programs. We must strengthen our efforts towards reliable and sustainable solutions that will eliminate avoidable blindness among vulnerable populations in the regions where which we work.

We've seen what we can do when we work closely and collaboratively with our partners. We've measured the results we get when we implement our innovative prevention and treatment model. We know what we can do when we engage local, regional and national governments, businesses, agencies

and donors who work with us and share our vision to eliminate avoidable blindness.

That is why we at Operation Eyesight have set such a significant goal for ourselves and for those we serve:

Operation Eyesight Universal will eliminate avoidable blindness in 2020 communities in developing countries by 2020.

We don't just talk about eliminating avoidable blindness. We're doing it. And we will achieve this goal by expanding our work in the following areas of service delivery.

Goal 1:

Operation Eyesight will focus on vulnerable populations and communities in the geographic areas we work, and will achieve significant and measurable improvement in eye health-seeking behaviours by 2020.

Objective 1:

Individuals informed about primary eye health and reached through public awareness

We will reach more than 12 million people between 2016 and 2020 to encourage behaviours that promote eye health.

Objective 2:

Frontline staff and volunteers trained in primary eye health

We will train an average of 3,000 community volunteers and staff per year in primary eye health, so that by 2020, we will have provided training to an additional 15,000 individuals in developing countries.

Objective 3:

Individuals reached through the World Health Organisation's SAFE Strategy

We will implement the **SAFE** (Surgery, Antibiotics, Face washing and Environmental management) Strategy to eliminate trachoma in five districts/countries and reach upwards of 500,000 individuals per year by 2020.

These people will also benefit from access to clean drinking water through drilling new boreholes and rehabilitating dysfunctional ones.



Goal 2:

Operation Eyesight partner hospitals will deliver quality and enhanced eye health services on a sustainable basis.

Objective 4:

Patients examined through hospitals

We will actively examine patients through our hospital networks and double the number of examinations from 1,440,000 in 2016 to more than 3 million in 2020.

Objective 5:

Patients examined through outreach, school screenings and Hospital-Based Community Eye Health Programmes

We will increase patient examinations in these areas by 17 percent per year. By 2020, we will have screened an additional 9 million children, women and men in our quest to eliminate avoidable blindness in the regions in which we work.

Objective 6:

Eye surgeries performed

We will increase by 18 percent per year the number of eye surgeries for those suffering from eye disease, so that by 2020 we will, with our partners, support as many as 350,000 surgeries per year.

Objective 7:

Prescription eyeglasses dispensed

We will dispense more than 225,000 pairs of new prescription eyeglasses every year, and double the number of our prescriptions by the year 2020 to a total of more than 450,000 pairs per year.



Goal 3:

Operation Eyesight will acquire the resources necessary to fulfil our strategic plan.

Objective 8:

Advocacy for eye health in developing countries

We will actively pursue governments at all levels and in particular the health ministries in all the countries where we operate to seek their investment of time, talent and resources for national eye health at all levels, from primary to tertiary care.

Objective 9:

Enhance, build and maintain reputation for our cause

We will establish a global strategic communications plan designed to enhance, build and maintain the reputation and importance of our cause and those who work with us in the pursuit of our mission and vision.

Objective 10:

Implement a global fundraising campaign

We will launch our first-ever global fundraising campaign to invite donors to contribute their time, talent and resources to the delivery of our vision and mission, and to exceed our goal of raising \$20 million.





Conclusion

This strategic plan is an expression of our aspiration for how Operation Eyesight Universal intends to transform a world for all to see, and create a better life particularly for those most in need.

This is a "living" plan. Its purpose is the elimination of avoidable blindness in developing countries. The only way that it will be achieved is if the plan is implemented. Our commitment is to follow this plan, and link it to a budget and an implementation strategy that includes assigning to specific individuals and teams the responsibility for completing the work.

To legitimately declare 2020 communities free of avoidable blindness by 2020 will require the need to invest in our people and in our programs. Success requires hard work, courage and determination, coupled with the willpower of a dedicated team of individuals fully committed to the vision, mission, values, priorities and the over-arching goal we've set for ourselves and those we serve.

As we begin to move this plan from concept to action and from action to completion, we do so with the belief that we must have the right individuals, the right team, the right leadership and the right motivation that will allow us to meet and exceed the challenge this plan places before us – *For All The World To See*.



International Office
4 Parkdale Crescent NW
Suite 200
Calgary, AB Canada T2N 3T8
Tel: 403-283-6323
Toll-free: 1-800-585-8265