



IAPB Strategic Plan 2009 to 2013

IAPB is an international umbrella organisation with a total membership of over 100 organisations interested in the prevention of blindness including NGDO's, professional bodies, institutions and corporations.

Vision

A world in which no one is needlessly blind or visually impaired and where those with unavoidable vision loss can achieve their full potential.

Photograph courtesy of Brendan Esposito/
Sydney Morning Herald



Mission

IAPB's mission is to eliminate the main causes of avoidable blindness and visual impairment by bringing together governments and non-governmental agencies to facilitate the planning, development and implementation of sustainable national eye care programmes based on the three core strategies of disease control, human

resource development and infrastructure development, incorporating the principles of primary health care.

Photograph courtesy of Dr. Khumbo Kalua



IAPB promotes the global initiative VISION 2020: The Right to Sight, which aims to eliminate the main causes of avoidable blindness by the year 2020.



Photograph courtesy of
Sadguru Netra Chikitsalaya

Over the period of 2009-2012, IAPB's work will aim to ensure that...

STRATEGIC AIM	MEASURES OF SUCCESS
<p><i>Eye health is given greater priority within overall health policy; becomes integrated into health systems and receives increased budgetary allocations from national governments and other sources.</i></p>	<ul style="list-style-type: none"> • Evidence of positive policy development by national governments and international development organisations. • Number of, multilateral/bilateral donors and major foundations supporting eye health. • Increased resources available to fund prevention of blindness programmes.

To fulfil this strategic aim, IAPB must focus upon...

STRATEGIC OBJECTIVES	STRATEGIC APPROACHES	MEASURES OF SUCCESS
<p>1. Advocating and holding governments to account for the implementation of:</p> <ul style="list-style-type: none"> – the WHA resolutions addressing the prevention of blindness; – the WHO Action Plan on the elimination of avoidable blindness and visual impairment; – and national eye health plans. 	<ol style="list-style-type: none"> 1.1 Raise the profile of VISION 2020 globally, regionally and at national levels amongst key audiences including politicians, policy makers and professionals. 1.2 Convince decision makers that eye health is an important aspect of the international development agenda, by engaging more fully with wider health and development movements; promoting VISION 2020 in the context of the Millennium Development Goals and as an issue that affects human rights. 1.3 Hold governments to account for the implementation of the plans and resolutions they have signed up to at the World Health Assembly. 1.4 Increase media coverage particularly in the international, specialist and general health and development media. 1.5 Work with and help strengthen existing advocacy networks (e.g. VISION 2020 national bodies, the ICO advocacy network, etc.) and establish and support the development of new regional, country and other advocacy networks. 1.6 Develop a global, regional and national level advocacy campaign around the human resource aspects of VISION 2020. 1.7 Develop a global, regional and national level advocacy campaign around the inclusion of eye health indicators in routine government health management information systems. 	<ul style="list-style-type: none"> • Evidence that the WHO Action Plan and national VISION 2020 plans are being implemented. • Global data on the key VISION 2020 indicators. • The density (number per population of 100,000) of ophthalmic and optometric staff working in rural and urban settings.

STRATEGIC OBJECTIVES	STRATEGIC APPROACHES	MEASURES OF SUCCESS
<p>2. Advocating for resources to be made available from governments, foundations, and other major donors to support national eye health plans.</p>	<p>2.1 Establish the case for supporting national eye health plans amongst potential major supporters and donors and convince them that eye health is an area of work they should be supporting.</p> <p>2.2 Explore innovative resource mobilisation initiatives that make new resources available to support eye health programmes.</p> <p>2.3 Ensure donor supported programmes co-ordinated by IAPB are effectively managed.</p>	<ul style="list-style-type: none"> Increasing levels of resources available that can be accessed by governments, IAPB members and other VISION 2020 stakeholders to support prevention of blindness programmes. Donor satisfaction with the outcomes of programmes that they support and that are co-ordinated by IAPB.
<p>3. Creating and disseminating knowledge of VISION 2020 and promoting learning from good practice in eye health programmes.</p>	<p>3.1 Become the central point for the collation, dissemination and promotion of knowledge about VISION 2020 policies, practices and activities.</p> <p>3.2 Enhance the quality of, and the sustainability of, eye health programmes through the development of good practice guidelines, by mobilising the knowledge and experience of our members.</p> <p>3.3 Develop an operational research agenda for VISION 2020.</p>	<ul style="list-style-type: none"> Evidence that members are both involved with the production of, and subsequently utilising, VISION 2020 policies and good practice guidelines. Hit rates on the VISION 2020 website. Operational research agenda agreed by stakeholders and collaborative funding of research work.
<p>4. Facilitating a collaborative approach amongst all stakeholders involved in eye health and the prevention of blindness.</p>	<p>4.1 Further strengthen the partnership between IAPB and WHO at the global and regional level to promote VISION 2020 and secure greater commitment to VISION 2020 in WHO regional and country office plans.</p> <p>4.2 Focus the work of the IAPB regional structure to promote collaboration amongst existing, and potential new, VISION 2020 stakeholders.</p> <p>4.3 Build the capacity of national prevention of blindness committees (NPBC) and their co-ordinators to develop, advocate for and implement national VISION 2020 plans and to co-ordinate the activities of VISION 2020 stakeholders in their country.</p>	<ul style="list-style-type: none"> Evidence that VISION 2020 stakeholders are collaborating with NPBCs and national co-ordinators to support national VISION 2020 plans. Evidence that NPBC coordinators are well supported and able to fulfil their role. Delivery of programme objectives for donor supported programmes.

In order to achieve this, IAPB must...

STRATEGIC OBJECTIVES	STRATEGIC APPROACHES	MEASURES OF SUCCESS
<p>5. Invest in IAPB's capacity and competence at both global and regional levels.</p>	<p>5.1 Establish an efficient staff team at the global and regional levels that deliver IAPB's strategic objectives and approaches.</p> <p>5.2 Put in place a governance structure that provides strategic leadership for IAPB and the 'VISION 2020 : The Right to Sight' global initiative.</p> <p>5.3 Establish well functioning back-office systems.</p>	<ul style="list-style-type: none"> • Staff structure in place at the global and regional level with job descriptions and accountabilities defined. • New governance structure agreed by the Board and in place.
<p>6. Provide a responsive membership service to the member organisations.</p>	<p>6.1 Provide relevant membership services to our members.</p> <p>6.2 Promote membership in areas of the world where we are currently under represented.</p>	<ul style="list-style-type: none"> • Satisfaction survey of members. • Number, type and origins of members. • Member turnover rate.

To resource this work, IAPB must...

STRATEGIC OBJECTIVES	STRATEGIC APPROACHES	MEASURES OF SUCCESS
<p>7. Develop sustainable income sources that will raise at least US\$5 million annually for IAPB activities.</p>	<p>7.1 Develop a new organisational income generation strategy and focus our efforts to generate income from potential sources identified within the strategy.</p>	<ul style="list-style-type: none"> • Total income raised, the ratio of restricted and unrestricted funding and the diversity of sources of funding. • Costs of income generation work compared with levels of income achieved (i.e. rates of return). • No. and value of potential leads or prospects generated and the probability of receiving the funds.

IAPB Strategic Map

Beneficiaries
(What must we achieve for our beneficiaries?)

Eye health becomes a priority in overall health policy; integrated into health systems and receives greater financial allocations

Capacities
(What do we need to excel at to deliver for our beneficiaries?)

Advocacy to promote implementation plans

Advocacy to secure resources for VISION 2020

Creating and disseminating knowledge of VISION 2020

Promoting collaboration

Learning and growth
(Where do we need to invest in order to excel?)

IAPB's capacity at global and regional levels

IAPB's service to members

Resources
(How do we ensure we are resourced adequately?)

Develop sustainable income sources that raise \$5m annually

Working together to eliminate avoidable blindness





- ▶ Thanks to IAPB advocacy, all 193 WHO member states are formally committed to investing in eye care
- ▶ Two World Health Assembly resolutions have urged WHO member states to develop and implement national plans, and WHO to provide technical assistance
- ▶ The WHO Action Plan for Prevention of Blindness and Visual Impairment is available to guide agencies wishing to deliver better eye health
- ▶ 150 member states have participated in eye care workshops
- ▶ 118 countries have formed national eye care committees
- ▶ 104 countries have drafted national eye care plans
- ▶ To date, 15 million fewer people are blind compared with projections



Photograph
courtesy
of cbm

VISION 2020 is the joint global initiative of IAPB and the World Health Organization for the elimination of avoidable blindness



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