

**DOCUMENT
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Our Strategic Framework 2025

APPROVED BY THE ASSEMBLY OF MEMBERS 11/2019



by 2025

► we have grown and demonstrated our impact on the lives of people with disabilities through systems change.

► people with and without disabilities from the North and South are jointly steering our organisation.

► we work together as ONE skillful, entrepreneurial team and take evidence-based decisions, supported by a future-ready set-up.



How we see the world

We are in a moment of global transition and transformation. New technologies have accelerated globalisation. Digital innovations are rapidly changing the way people communicate, live and work.

Climate change is one of the major challenges of our time. Our world is facing political polarisation and instability, and we are witnessing high levels of displacement. Poverty is consequently becoming more concentrated in fragile and conflict-affected states. People with disabilities are among the most marginalised in any crisis or disaster-affected community.

Population growth, aging populations, changing lifestyles, and urbanisation impact our work. Africa is the fastest growing global region. By 2050, over 80% of the world's extreme poor will live in Sub-Saharan Africa, and the continent will have the largest number of young people. Consequently, the demand for education, medical and social services is rising.

We observe political and economic power shifting eastwards and southwards, and there is a growing convergence between the North and South at the level of economies, social indicators and ideas.

Migration and nationalism trigger skepticism around human rights and development cooperation. We observe decreased trust and shrinking spaces for civil society. These trends also lead to a changing communication and fundraising landscape. We experience a push towards more evidence of the impact of interventions.

Big players dominate the civil society landscape. Traditional fundraising channels are eroding. Growing competition leads to higher costs in resource mobilisation.

At the same time, disability inclusion is receiving more attention in the development agenda, and the disability movement is playing a pivotal role.

Who we are

Light for the World is a global disability & development organisation, enabling eye health services and empowering people with disabilities in some of the poorest regions of the world.

We want to break down unjust barriers to unlock the biggest potential! We aim at systems change, because we want our impact to last. We work with partners, because together we are stronger.

How we change lives and systems

GRETA **2 years old, Uganda**

Greta was born with congenital cataracts. Her parents feared she would be blind for the rest of her life.

Together with the Ministry of Health, Light for the World set up a pilot initiative in Uganda with the aim of boosting human resources for eye health and providing locally adapted, high quality spectacles to children and poor people through government-run infrastructure.

The programme has been a real game-changer for refractive services in Uganda, which are now sustainably embedded throughout the national health system. Greta is one of the programme's beneficiaries.

After her surgery, Greta received new tailor-made glasses. She is now able to see; and her future looks much brighter!

Greta's story is similar to many other children in Sub-Saharan countries, where less than 20% of people who require eye health services actually receive them.



BEATRIZ, **16 years old, Mozambique**

Beatriz was born with cerebral palsy. During her early years, she began to fall behind the other children; unable to sit, crawl or walk.

Our work on Disability Inclusion in Community Development (DICD) fosters the inclusion, empowerment and health of people - including young Beatriz.

Over the past years, we have encouraged the local government to adopt DICD as part of their social and development programmes. What's more, now a DICD strategy will be rolled out throughout the entire country!

Through regular visits from rehabilitation workers, Beatriz has learned to walk, eat, drink and dress herself. Today, she is a self-confident teenager who goes to school and makes friends. A bright future is not just a dream to her anymore.

Our programme approach

We focus on the poorest and hardest to reach.

We pay special attention to children, youth and women in underprivileged regions. By addressing the systemic roots of poverty and inequality, we strive to bring about lasting change.

With our local partners we implement sustainable programmes aiming at systems change.

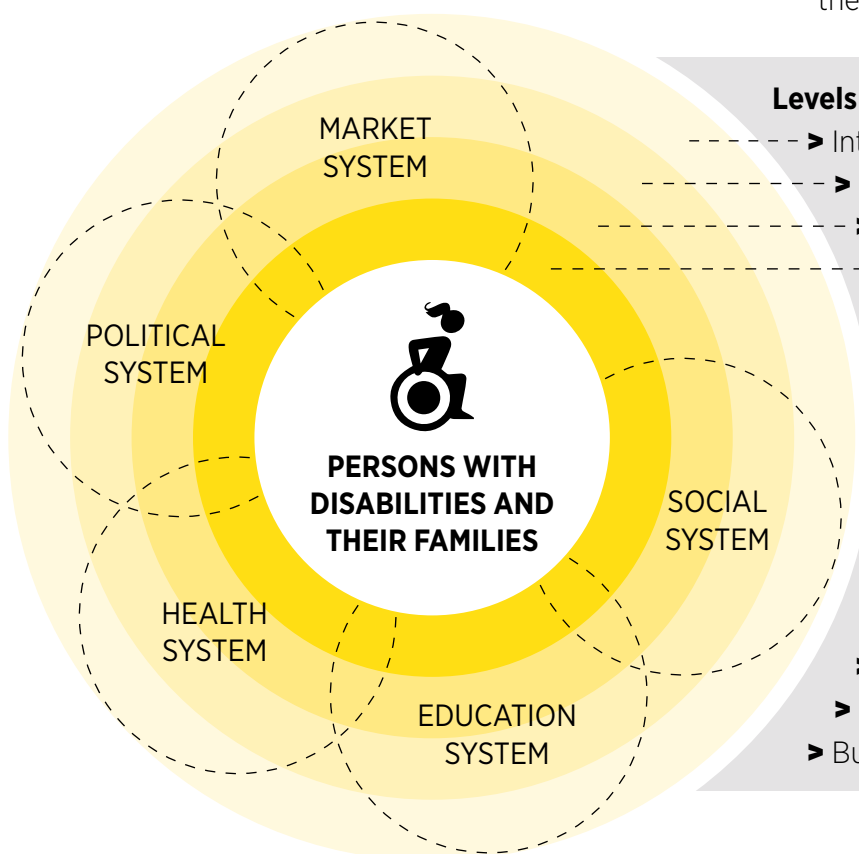
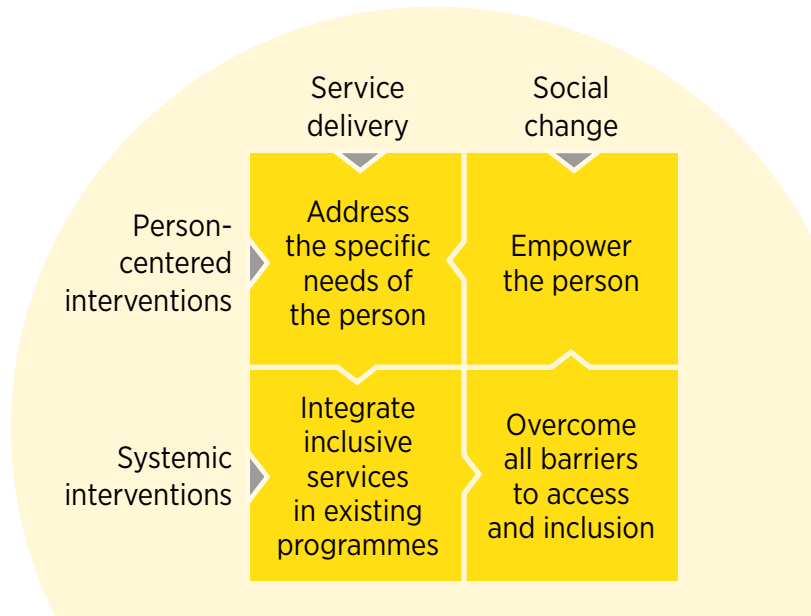
We are a convener, bringing diverse stakeholders together. Social change and sustainable development outcomes depend on the contributions of diverse actors, and their ability to respond to changing circumstances. We want to trigger systems change in our focus countries – and globally – through innovative pilot initiatives and comprehensive programmes.

We make change happen, sharing our expertise and the evidence of our interventions.

We share what we learn with national governments in their efforts to strengthen systems and feed learnings into national and international discussions.

We advocate and mobilise for the rights of people with disabilities, acting as a catalyst for change. Together with the disability movement, we engage with policy makers in thematic initiatives and campaigns in order to influence national and international frameworks and strategies. We partner with organisations of persons with disabilities, mainstream civil society organisations, UN agencies, and networks to amplify our advocacy messages.

We encourage local authorities, civil society and other community stakeholders to play an active role in promoting inclusion. In this way, we improve the quality of life of the most marginalised people and change attitudes in their communities for the better.



Levels of intervention

- > International level
- > National level
- > District and regional level
- > Community level

Interventions by Light for the World

- > Innovative pilot initiatives
- > Comprehensive programmes
- > Expertise, convening
- > Advocacy, influencing, campaigning

Key stakeholders

- > Governments
- > Civil society organisations
- > Organisations of persons with disabilities
- > Businesses

Our programmatic focus

Thematic focus

We enable **eye health services** and we work on **disability inclusion**. Within eye health, we focus on fostering access to comprehensive quality eye health services for all and contributing to the elimination of trachoma and onchocerciasis. Within disability inclusion, we concentrate on inclusive education and economic empowerment.



EYE HEALTH



EDUCATION

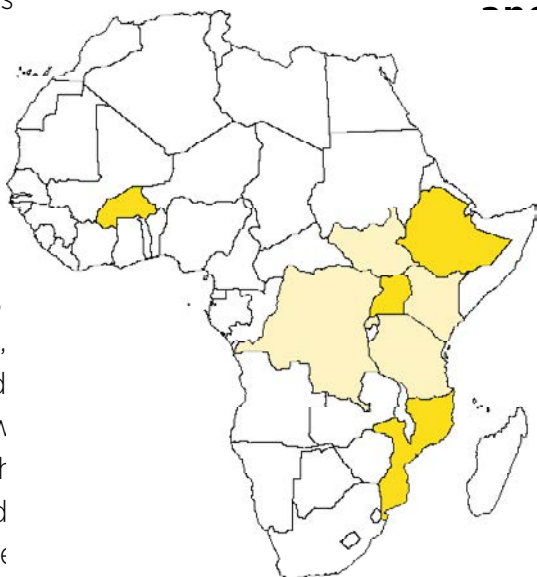


WORK

Geographic focus

Our priority region is **Sub-Saharan Africa**. In our 'focus countries' Burkina Faso, Ethiopia, Mozambique and Uganda we aim to implement programmes across all our areas of work to trigger systems change on regional and national level.

Furthermore, we work in 'partner countries' in Sub-Saharan Africa and Asia: Bangladesh, Cambodia, The Democratic Republic of Congo, Kenya, North-East-India, South Sudan and these countries we work with programmes with a broad and targeted geographic scope



Participation of organisations of persons with disabilities

We are committed to a structured dialogue with representatives of the disability movement in the development of programme strategies and planning in a consultative manner.

Partnerships

Partnerships are the bedrock of our success. Our ability to contribute to systems change depends on our ability to collaborate. By building alliances with the disability movement, civil society organisations, foundations, governments and businesses, we become agents of change for an inclusive society and open up strategic funding opportunities.

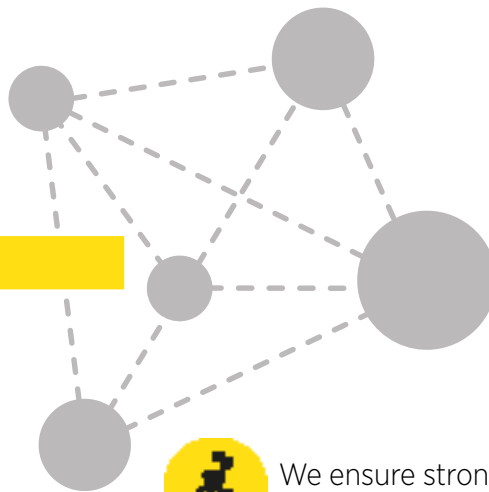


Disaster preparedness and response

In our focus countries, we strengthen resilience and disaster preparedness, and we support disability-inclusive disaster response. We explore strategic partnerships with mainstream emergency actors.

In our partner countries and beyond, we engage in case of an emergency depending on the magnitude of the emergency, our experience and network within the countries, and requests by mainstream organisations to provide expertise.

How we work together



We are an international disability and development organisation rooted in the North and South with an aligned approach to governance, organisational development and human resources.

Within the core organisation, we act as one organisation – with ONE team, ONE programme, ONE fundraising and ONE system.

We envisage an agile, flexible organisation with an entrepreneurial spirit and participatory decision making. We will invest in talented staff and the development of their skills.

Our innovative spirit is based on our core values and our diversity. To implement our strategic framework in an effective and legitimate manner, we aim at increasing how inclusive our organisation is.



We ensure stronger meaningful participation of people with disabilities on board, management and staff level.



We increase the participation of people from the South in decision making processes on governance and management level. We strengthen local planning, decision making and budgeting capacities in the South.



Aiming at gender equality and women's empowerment within our organisation, we take a gender-responsive approach to our structures and processes.

We establish scouting, recruitment and development programmes to proactively increase the engagement of talented women and men with disabilities and from the South.



How we make our organisation fit for the future

We develop integrated internal systems, processes and standards across all offices, functional and thematic areas. We will create synergies, further increase efficiency and effectiveness through virtual collaboration.

Our ambition is to enhance accessibility, standardisation and flexibility, and allow better decision making, based on solid data. We will develop a comprehensive management control system.

Solid systems will form the foundation of our work: Business process management system; information and knowledge management system; programme & grant management system; fundraising and customer relationship management; HR and IT-Systems.

Monitoring, Evaluation, Research, Learning and Adaptation

As a learning organisation, we develop results-focused monitoring, evaluation, and increasingly applied research to inform continuous learning and adaptation for improving effectiveness of our investments in all areas of our organisation (MERLA).

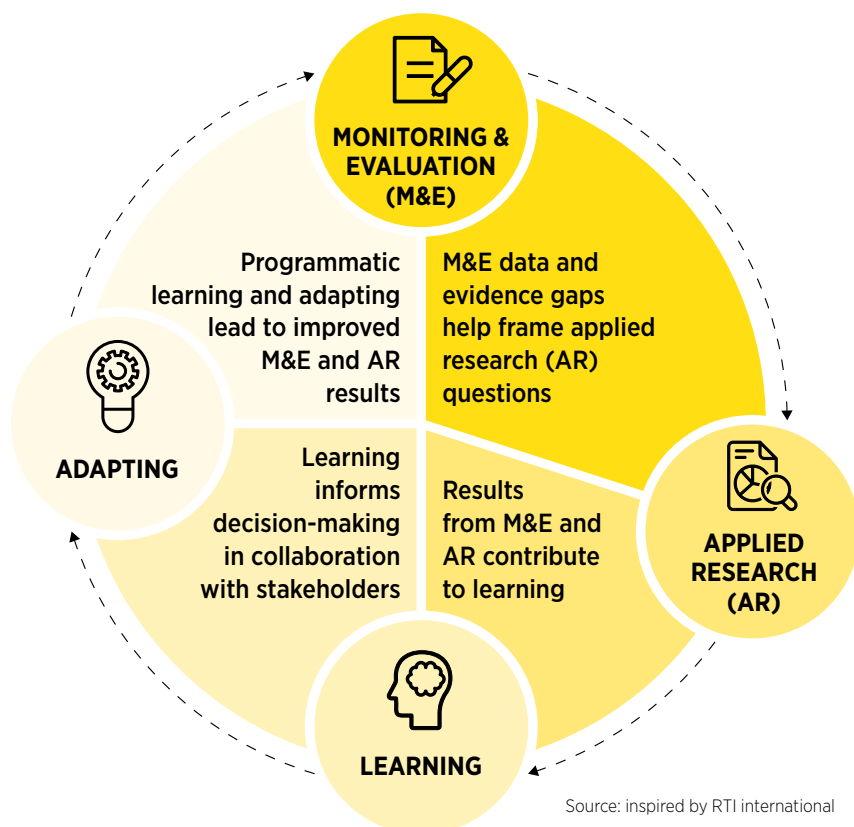
Evidence on the impact of our programmes will foster our credibility with strategic funders, strengthen our legitimacy in influencing policies, and encourage other actors to adapt their work on the basis of our learnings - thus becoming a catalyst of change.

Accountability

We are accountable to the people we work for and with. We have established transparent and efficient procedures and harmonised standards. Our accountability builds on reporting standards, internal control systems, risk management and external audits. We monitor the compliance with our policies.

Strategic Resource Planning

Our ambition is to grow our impact in a sustainable manner. As this needs a solid financial basis, we want to grow our income by 5% per annum. We commit to investing over 70% of our income in our impact through programmes, advocacy, and campaigns. At the same time, we need to invest in resource mobilisation and in internal systems.



How we mobilise resources

We aim at a balanced income portfolio. We focus on key markets and invest in areas that generate the best long-term return.

In our core markets Austria, Germany, Switzerland, South Tyrol, Czech Republic, and associate members Belgium and the Netherlands, we aim at building a critical mass of supporters. We look at Germany as a major long-term growth opportunity. The UK and USA offer partnership opportunities with consortia, institutional funders and foundations.

In order to maximise the life-time value of our donors, we will develop a large base of committed givers. We continue to draw upon our strength in direct mail and we will unfold the tremendous potential of legacy fundraising.

Leadership giving, including philanthropic foundations and major donors, institutional funding and alliances will grow. We actively manage the dependencies on a few major institutional funders.

We invest in new fundraising channels like digital and face-to-face. We increase our ability to produce targeted content that excites and engages our audiences. We use digital media to engage new younger supporters.



"I have experienced Light for the World as authentic, unpretentious and lively. Their work for children with disabilities is extremely important. That is why I have made a bequest to them."

Marlene Binggeli, bequest donor

We will embrace the changing external communications and fundraising environment. We will work on our storytelling so people know more about the impact we have and how they can help.

Integration of communications, fundraising, programmes and advocacy is key. We will grow our ability to drive thematic initiatives and campaigns, in order to support our advocacy targets and increase our relevance.

We will invest in our capacity to mobilise and influence target groups in our core markets, our focus countries in Africa and on an international level. We will strengthen our preparedness for emergency fundraising.



"The inclusion of children with disabilities in mainstream education systems and schools stimulates unprecedented energies not only among children but also among adults, teachers and family members alike. My trips to Ethiopia and Burkina Faso exemplified this."

Prince Philipp of Liechtenstein, Leadership Forum One Class for All