



LIGHT FOR THE WORLD
Strategic Framework
2015 – 2020



LIGHT
FOR THE WORLD

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Preface

The Strategic Framework towards 2020 is our guide for the coming years. There is much inequality in the world when it comes to the availability of opportunities and resources, in particular for persons with disabilities: we are committed to redressing this inequality. The strategic objectives of the framework shall evolve into effective and meaningful implementation by us, together with our partners.

The Strategic Framework succeeds the 'Strategic Plan 2015', while taking into account current changes and challenges in the world. The Framework is the result of a comprehensive planning process held between January and June 2015, which involved staff, board members, and stakeholders from around the world. We are indebted to all who took part in the process for their valuable contribution by way of thoughts, recommendations, discussions, and interviews.

Many thanks for your support!



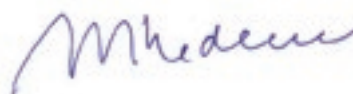
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Our vision and mission

1. Our vision is an inclusive society for all where no one is left behind and all persons participate equally in the cultural, social, political and economic environment.

2. Our mission is to contribute to a world in which persons with disabilities fully exercise their rights. The UN Convention on the Rights of Persons with Disabilities guides us. Persons with

disabilities living in poverty are amongst the most excluded groups in society. They are at the centre of our work and they drive the change.

- We engage in empowering persons with disabilities to take development in their own hands.
- We strive to overcome all barriers in society and create access for people with disabilities.

- We are committed to improving eye health and promoting inclusive education, community-based rehabilitation, disability rights, livelihood and disability inclusion.
- We pay specific attention to women with disabilities, children with disabilities and more excluded impairment groups within the disability community.

Living up to the future – an introduction

Imagine a future in which a person with a disability has the same rights, opportunities and possibilities as anyone else. This is what LIGHT FOR THE WORLD strives to accomplish. We have come fairly far and much has been achieved. Yet, the potential to do more is significant. With this in mind, we have created a strategic framework to navigate our organisation towards deeper impact.

In the early years LIGHT FOR THE WORLD started out as a specialist in eye care, however over the past decade we have broadened our sphere of activities. Today, we also work on opening up access to education for all children, teaming up with development organisations to help them become inclusive, and we support disability organisations to ensure their voices are heard. Our programmes are reaching millions of people worldwide. Based in fourteen countries throughout Asia, Latin America and Africa, our teams and partners work on concrete initiatives in eye health and education, and collaborate with local community-based rehabilitation programmes. LIGHT FOR THE WORLD encourages new forms of international cooperation. We are therefore helping policymakers and activists to develop systems and policies promoting the values of inclusion, both nationally and internationally. We are also part of powerful international coalitions, such as the International Agency for the Prevention of Blindness (IAPB) and the International Disability and Development Consortium (IDDC), and have partnered with renowned foundations and institutional donors.

"We don't look for the 'easy catch or the 'low hanging fruit' but aim to reach the people and partners who need our support the most."

Employee feedback
LIGHT FOR THE WORLD

Eliminating poverty and promoting social justice around the world is no longer the domain of classic development cooperation. Traditional donor-beneficiary or north-south models of relationships are being challenged. These realities are reflected in the universality principle of the Sustainable Development Goals (SDGs).

The interconnected root causes of inequality and poverty require a global response. The best way for us to respond is not to drastically change the scope of work we are engaged in, but rather to consolidate and sharpen the focus of our programmes. In the future, our efforts must be concentrated towards building strong local forces to motivate for inclusion where it is most needed — disability movements on the local, national and international level will be the drivers of change towards inclusion.

We will continue to jointly work with key partners to implement local programmes and learn from our efforts in different countries. Whether you are a colleague, partner or funder, we invite you to join our mission for a brighter future for persons with disabilities (PWDs).

Drivers of change and lessons learnt

We analysed the significant trends informing our working environment. As a result of the readings and interviews conducted, key terms of relevance for the development and disability movement in the future have been identified, and are highlighted here.

Future trends in the development and disability movement landscape



Principal trends that will inform and potentially influence our work:

TREND 1:

Political landscape of the global village

The global village will gradually become more polycentric. Divisions between north and south will continue to vanish due to the power of the BRICS¹ and emerging economies following their own pathway. Countries in sub-Saharan Africa, such as Ethiopia, Rwanda and Kenya, will be among these emerging economies. The global political playing field is set to become more complex as western hegemony will increasingly be questioned. Power

structures around issues of collective action will become more blurred between local and national governments, private sector players and (supra-national) multi-stakeholder platforms. Though efforts to curtail the political space are also likely to continue, these developments signal both the need and possibilities for civil society actors to influence change on the local and global stage. One implication for LIGHT FOR THE WORLD is to drive more of our work from the Global South. This requires that we strengthen the autonomy and power of our offices and local network. Another implication is to strengthen our ability to act successfully in coalitions and multi-stakeholder settings.

¹ BRICS is the acronym for an association of five major emerging national economies: Brazil, Russia, India, China and South Africa.

TREND 2:**Changing lifestyles**

Lifestyles are rapidly changing in poorer societies. By 2035, Africa will experience a 109% increase in people with diabetes. Diabetes increases the risk of a range of eye diseases. The main cause of blindness associated with diabetes is diabetic retinopathy (DR), and every person with diabetes is at risk of developing DR. Furthermore, over the next two decades in Africa, life expectancy at birth (estimated from 2015) will rise to 65 years. As a continent, this will be Africa's first generation of children who can expect to reach pensionable age. The increasing life expectancy and a much higher number of elderly people worldwide means we will need to find new and innovative ways to support the necessary and huge scale-up required to address age-related impairments – including cataracts – effectively.

TREND 3:**Inequality: addressed and ignored**

Declining levels of global poverty are pushing issues of socio-economic inequality and inclusion to the centre stage of global policy. This shift is also expressed in the SDGs, which are now global and address equality and inclusion explicitly. But, these commitments do not automatically mean that the root causes of inequality are being tackled, nor do they translate into tangible gains in the lives and rights of marginalised groups. This is why LIGHT FOR THE WORLD will maintain its focus on marginalised communities. We will help these communities, as well as the organisations working with them, to defend their rights and demands with interventions for systemic impact at the local, national and international level. In many of the contexts in which we operate, the ongoing scarcity of natural resources, plus the adverse effects of climate change and conflict-related insecurity, make the working environment more complicated. Thus, LIGHT FOR THE WORLD's programme strategies and internal organisation must be equipped to deal with humanitarian as well as longer-term development interventions.

TREND 4:**Persons with disabilities are getting more attention**

The UN Convention on the Rights of Persons with Disabilities (UNCRPD) has raised awareness across

the globe on the need to put the rights of persons with disabilities, and barriers hindering their full participation, on the political agenda. And in the SDGs, at least for some of the goals, the inclusion of persons with disabilities is reflected. However, only with public pressure will it be possible to turn these political commitments into policies and practice. We need to invest systematically in raising further awareness and promoting 'attitude change' in existing processes to move persons with disabilities politically beyond 'objects for help'. Only with an understanding that persons with disabilities have the same rights and abilities to access health, education and jobs as non-disabled persons will an environment be created for their consistent inclusion in public policies and funding streams.

TREND 5:**Resources: scarcity and abundance**

Our resource base is shifting. Traditional sources of funding, private donors and government grants are under pressure due to austerity measures and stagnating public support for development aid. At the same time, social media and the maturing funding markets have opened up new ways to build public support and identify unearmarked funding opportunities. These funding segments are also crucial to leveraging additional institutional funding from elsewhere. Additionally, local public and private resource mobilisation is on the rise in many traditional partner countries. More countries are beginning to develop social protection systems. Our engagement can support making such systems accessible and inclusive for persons with disabilities, and increase access to eye health and rehabilitation services for the poor. At the same time, we see an abundance of possibilities being generated by new global coalitions and foundations delivering bigger programmes, and multi-stakeholder work, for example in trachoma elimination. In general, this will demand that we are able to develop large-scale programmes, strengthen evidence and deal with multiple accountabilities.

The implication is a strategy focused on smart growth. We will further diversify our funding base to enable sufficient autonomy and flexibility, and strengthen learning and evidence across the organisation, to ensure that we can deliver on larger and more comprehensive programmes with integrity and accountability.

Lessons learnt

Reflecting on what we have achieved as LIGHT FOR THE WORLD, the following key lessons are informing our future direction:

LESSON 1:

A comprehensive approach

We started out working with single projects, bringing support to thousands of individuals and building strong partnerships in eye care, community-based rehabilitation and inclusive education (IE). We still provide this support at quality level AND have moved towards a programmatic approach. The Burkina Faso programme shows that real change towards an inclusive society requires interlinking our projects and working at all levels, from the local project to policy work at a national level. In all partner countries, we acknowledge that our partners – non-governmental organisations (NGOs) as well as governments – are in the driver's seat, taking responsibility for development. We have also successfully explored working with strong development actors to make their programmes more inclusive. The food security programme of the Centre for Disability in Development (CDD) in Bangladesh is a good example. Our strength is that we have a wide portfolio of strategies on offer. The challenges are to find focus in various country contexts and to avoid overstretching our resource capabilities.

LESSON 2:

The power of alliances

We have intensified our work on the elimination of trachoma. This goal in eye health can only be successful while working with international coalitions, such as the International Coalition for Trachoma Control (ICTC), for technical exchange as well as funding partnerships. In the countries where programmes are being implemented, the key drivers of change are disability movements and international networks, which hold government and institutions accountable at all levels. The most effective strategy at the European Union (EU) and international level is to join forces and form strong networks to influence policy and its implementation. Not pushing our own brand, but rather promoting the cause, even in a competitive environment, has made our advocacy work more effectual and increased our reputation as a reliable and responsible actor.

LESSON 3:

A strong organisation

As a result of the competencies within LIGHT FOR THE WORLD, we bring different strengths and thematic and geographic foci to country programmes in Burkina Faso, Mozambique and Ethiopia, as well as fragile states such as the Democratic Republic of Congo and South Sudan. We have built up a team of international experts and know how to advocate for the rights of persons with disabilities at the international level. Jointly, we can make a more impactful difference compared with individual organisations operating in isolation in these countries. We need to speak with one voice when partnering with institutional donors and foundations at the international level, especially if we are to establish robust projects leveraging our ability to work with other partners.

LESSON 4:

Our own capabilities

We see our role as one of supporting partners in their various capacities to deliver quality programmes around eye health, inclusive education and community-based rehabilitation. We provide expertise in these areas, as well as in inclusive development. We have the ability to link up with and convene partners, and we play a key role in advocating for the rights of persons with disabilities. We have created spaces for learning and sharing between partners and stakeholders on good practices and failures. In order to play all of these roles effectively, we need to foster our human resources and build up our internal organisational structures.

Our response – an overview of strategic objectives

Objectives driving our work in the years to come:

OBJECTIVE 1:

With our programmes, we aim to increase and improve the impact on the lives' of persons with disabilities. We will:

- Apply our energy to providing state-of-the-art eye health and integrate this within government structures, wherever possible, in all our partner countries. We will take part in the worldwide initiative to eliminate trachoma, with our focus in Ethiopia, Mozambique and, potentially, South Sudan.
- Intensify our work on inclusive education by scaling up our countrywide programmes, starting in Burkina Faso and Ethiopia with the Inclusive Education Campaign.
- Dedicate more resources to support persons with disabilities in realising a successful livelihood since it contributes to sustainable development. Community-based rehabilitation (CBR) will remain a key strategy.
- Seize disability inclusion focused on changing systems and organisations. To best realise this, we will build a Disability Inclusion Lab to support others to mainstream disability into their organisations and programmes.
- Strengthen empowerment and advocacy activities to enforce the rights of persons with disabilities.

OBJECTIVE 2:

Resource mobilisation and communication

outlines how we plan to contribute to a world in which persons with disabilities fully exercise their rights. We will aim for smart growth, which implies that we need to go beyond our current fundraising strategies. Our goal is to:

- Further improve national fundraising strategies and actively respond to new fundraising trends and opportunities. This includes channeling direct funding to local partners, leveraging social media offerings via new platforms, and becoming involved with public-private partnerships and philanthropic engagement.
- Increase our efforts in resource mobilisation through networks and alliances, responding to the trend towards bigger multi-stakeholder programmes.
- Change over to Integrated Resource Mobilisation Planning between all parts of the organisation, programmes, fundraising, communications and international alliances; and develop common approaches for big thematic areas, such as eye health, trachoma, inclusive education and disability inclusion.
- Strengthen our brand to enhance our credibility and reputation. On the international level, we will need to streamline our approach online, which is the base for international public relation activities, targeted to certain markets and focused on raising awareness.



OBJECTIVE 3:

LIGHT FOR THE WORLD sets out to emphasise **our internal organisation** and will:

- Enhance our efforts to lead by example and explore what it takes to become a fully inclusive organisation.
- Build skills and networks for more knowledge-intensive programming. Expertise and evidence continues to be central in our work. Knowledge management will receive further attention.
- Improve accountability standards to enable transparent and effective delivery of bigger programmes.
- Strengthen the governance level of LIGHT FOR THE WORLD and intensify collaboration among all parts of the organisation in all areas of work – advocacy, programmes, communication, resource mobilisation and internal services.
- Consolidate the autonomy and power of our current Country Offices.

OBJECTIVE 4:

The identified trends and challenges require a global response. LIGHT FOR THE WORLD will be part of a larger community to bring about change. For this, we will continue to reach out for **partners** and grow our 'ecosystem' of partners. In particular, we will:

- Build strong local forces that motivate for inclusion where it is most needed – disability movements on the local, national and international level will be the drivers of change towards inclusion.
- Support capacity building and empowerment of southern partners. We may also back capacity building of other partners who support our strategic framework.
- Strengthen our ability to act successfully in coalitions in a multi-stakeholder setting.
- Actively engage in international networks, such as the International Disability and Development Consortium (IDDC), the International Agency for the Prevention of Blindness (IAPB), the Global Campaign for Education and new initiatives as topics emerge, such as that of social protection.

Our programmes

Our aim is to foster change towards an inclusive society, thereby benefiting persons with disabilities living in poverty. Our programmes have reached millions of people by addressing specific needs, creating an enabling environment for inclusion and ensuring access to human rights. This encourages us to continue with our programmatic approach and to build upon emerging needs and pressing topics. We strive to increase our results and achieving the best possible impact.

"I learned how LIGHT FOR THE WORLD works: not be afraid to solve problems, offer simple solutions and create a good atmosphere. That is why I like to be part of the organisation."

Employee feedback
LIGHT FOR THE WORLD



Our Theory of Change

Our programmatic approach is based on our Theory of Change, consisting of four pieces of a puzzle. These pieces are the combination of disability-specific actions and targeted actions in the mainstream (the horizontal lines in the picture), and access to programmes and social change processes (the vertical lines in the picture). This leads to four combinations:

- a) Disability-specific actions in programmes and
- b) Empowerment of persons with disabilities to take their position in society;
- c) Involving persons with disabilities in all development programmes and
- d) Overcoming barriers in society.

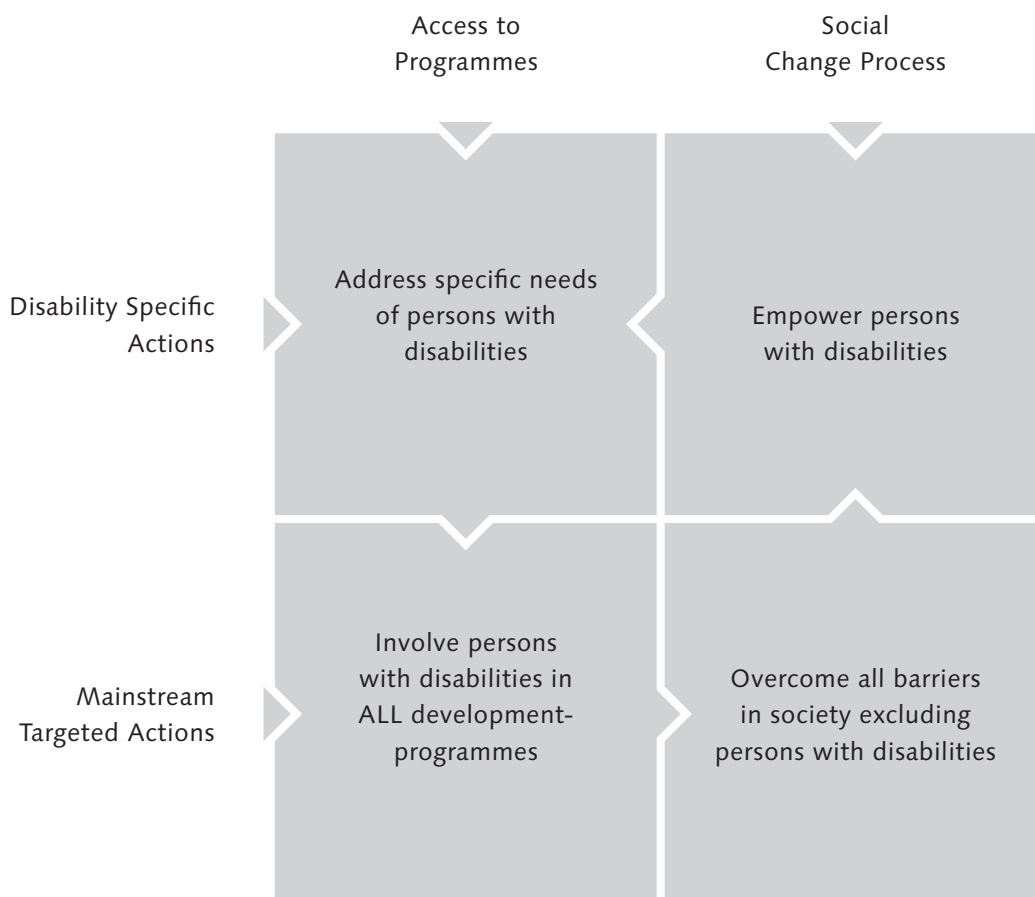
In order to transform our Theory into concrete results, we work in selected partner countries at the international level, focusing on health, education and livelihood.

In our programmes, we:

- Have a specific focus on eye health and blindness prevention.
- Want to give all children access to quality inclusive education.
- Will put more focus on supporting persons with disabilities in realising a successful livelihood, since it contributes to sustainable development.
- Engage in community-based rehabilitation as a multi-sectorial strategy.
- Seize disability inclusion focused on changing systems and organisations.
- Engage in empowering persons with disabilities and advocate overcoming barriers in society to bring about social change.

We will also measure results and implement our effectiveness framework, see "Principles of Collaboration". The next paragraphs describe the programme areas and strategies in further detail.

OUR THEORY OF CHANGE



Eye health and health in general

We engage with our partner countries regarding national eye health plans developed within the global initiative VISION 2020: The Right to Sight, and in line with the World Health Organisation's (WHO) Universal eye health: a global action plan 2014–2019.

We will continue to support comprehensive eye care services to address some of the leading diseases of blindness, such as cataracts. If needed, we will invest in infrastructure.

Specific focus will be given to:

- Improving access to eye health systems, starting at a community level. This will incorporate enhanced awareness and detection systems for persons with visual impairment, and requires a close link to broader government health strategies and community-based inclusion programmes.
- Participating in the worldwide trachoma initiative, which aims to ensure that nobody loses his or her sight due to trachoma by the year 2020. We focus our efforts in Ethiopia, Mozambique and, potentially, South Sudan.
- Strengthening human resources for eye health in sub-Saharan Africa, for example, by strengthening training institutions and providing support to medical education, and training of eye health professionals.
- Developing sustainable intervention models for emerging priorities, such as diabetic retinopathy. In sub-Saharan Africa, a 90% increase in diabetes prevalence is predicted over the next fifteen years. This will also affect poor communities, due to changes in life stability and food habits.
- Establishing programmes aimed at addressing visual impairments due to uncorrected refractive errors and school eye health within national health and education systems – linked to where we support eye care programmes.

"During my first project visit with LIGHT FOR THE WORLD in Burkina Faso I met a blind woman with cataract. She was shy and insecure. After the surgery she started dancing as a proud and self-confident woman."

Employee feedback
LIGHT FOR THE WORLD

We will remain an active member of the International Association for the Prevention of Blindness (IAPB), the International Coalition for Trachoma Control (ICTC) and further key coalitions in the eye health sector.

HEALTH IN GENERAL

Our programmes are closely related to health in a broader sense. For example, to achieve longer-term sustainability, we need to promote the inclusion of eye health in national health strategies. Within our community-based inclusion programmes, people need access to quality rehabilitation and all medical services. The promotion of affordable and qualitative health services needs to be built into our programmes.



Inclusive education (IE)

Inclusive education (IE) is the bedrock for sustainable development: an investment towards reducing poverty, generating sustainable livelihood, improving long-term health benefits, ensuring gender equality and promoting democratic governance. Children with special educational needs must have access to regular schools, which should accommodate them within a child-centred pedagogy capable of meeting these needs. We will continue to support IE initiatives in all partner countries.

Particular attention will be given to our Inclusive Education Campaign, starting out in Ethiopia and Burkina Faso. Through this campaign, countrywide IE programmes will be enhanced. We will work

closely with national authorities to prepare children with disabilities for school. Our priority will be to close existing gaps in the education system, build local capacity for the purpose of delivering quality education, and inform and influence national policies to remove barriers that prevent children with disabilities from attending schools. The IE campaign should serve as a good example of joint programming, fundraising and advocacy. Lessons learnt from the campaign will be reflected in all other education initiatives. We will promote the use of information and communication technology (ICT) to enhance access to quality education for children and youth with disabilities.



Livelihood

Employment rates of persons with disabilities are far below those of the overall population. Generally, persons with disabilities earn less than their non-disabled counterparts.

LIGHT FOR THE WORLD supports different types of livelihood opportunities around the globe. These include income-generating activities; work in the home; work in family agricultural smallholdings; individual production, service or trade activities; individual or group small enterprise activities; salaried employment in a public or private organisation or firm; and paid forms of work in adapted settings.

We follow a comprehensive mainstreaming approach that leads to inclusive and accessible technical, vocational and skills-training

programmes, job placement, financial services, and livelihood and food security programmes in which disabled people's organisations (DPOs) are the agents of change.

Our actions systematically enhance linkages between life-long education and employment, and support understanding of these linkages among different actors at all levels. We also use community-based rehabilitation (CBR) as a tool to achieve decent livelihoods for persons with disabilities.

In many partner countries, social protection schemes are beginning to emerge. Our engagement will focus on advocating for inclusive schemes and supporting pilot initiatives leading towards such schemes.



"We started to work in Mozambique with a CBR organisation on local level. Now the Ministry of Social Affairs want to integrate CBR as a central topic in their programme."

Employee feedback
LIGHT FOR THE WORLD

Community-based rehabilitation (CBR)

Community-based rehabilitation (CBR) is an essential part of any strategy designed to achieve the realisation of the UN Convention on the Rights of Persons with Disabilities (UNCRPD). We align our work with the WHO's guidance on CBR. Our CBR programme activities are directed towards improving the quality of life for persons with disabilities and their families, meeting basic needs and ensuring inclusion and participation. It is a multi-sectorial strategy that empowers persons with disabilities to access and benefit from education, employment, health and social services. Community-based rehabilitation is implemented through the combined efforts of persons with disabilities, their families and communities, as well as relevant government and non-government health, education, vocational, social and other services.

In the coming years, our work with CBR programmes will be to:

- Link CBR initiatives to existing governmental services and structures.
- Strengthen the ties between community programmes, inclusive education and community health.
- Support partners in making their programmes more comprehensive to address all pillars of the CBR guidelines, including livelihood and empowerment of persons with disabilities and work with disabled people's organisations.
- Develop a quality management tool to measure the progress of CBR programmes concerning social inclusion in the community.

We will put further efforts into the implementation of our Child Protection Policy. An implementation plan would need to be developed.



Disability inclusion

Disability inclusion means that all development planning and interventions are inclusive of, and accessible to persons with disabilities, in accordance with the Convention on the Rights of Persons with Disabilities (CRPD). As a general approach – in cooperation with organisations of persons with disabilities – we offer expertise, training and advisory services to actors such as governments, donors, NGOs, companies and others to make their programmes and organisations disability inclusive.

We work with broader alliances, bringing in components of disability inclusion. In order to achieve this, we will set up a Disability Inclusion Lab. Besides facilitating direct programmatic cooperation with mainstream actors, this centre will support Country Offices in making their programmes more inclusive and developing new partnerships with regular development organisations.

The focus of the next five years is to:

- Set up specific pilot projects in new areas, such as inclusive local governance, disaster risk reduction and micro-finance.
- Introduce components of action research into the pilot projects, in order to create new knowledge on disability inclusion within specific sectors.
- Develop tools and guidelines (in line with the publication Count Me In) for development and humanitarian aid organisations to make their interventions disability inclusive.
- Strengthen the links between advocacy, awareness raising and other programme components.
- Develop programmes for joint learning in the focus countries (i.e. on accessible eye care).
- Develop the capacity of disability advisory organisations, starting in Bangladesh, Cambodia, Ethiopia, Tanzania, Rwanda, Uganda, Kenya and, potentially, other countries in the later years.

Rights of persons with disabilities: empowerment, advocacy and awareness raising

Our goal – an Inclusive Society for All – requires changes in policies, practices and attitudes that express the voices of persons with disabilities.

To promote and establish such changes, empowerment, advocacy and awareness raising at individual, community, national, regional and global level are essential. This is the challenging part of our work, and we are convinced that it requires our future attention.

We continue to support local partners to build up advocacy for effective change. Our partners identify their strategies and express needs for such support for capacity building. This can be within community-based rehabilitation (CBR) programmes, inclusive education, eye health programmes, and also linking the engagement of disabled people's organisations on the national and international level.

The current international context provides us with a window of opportunity to ensure that high-level political commitments can and will make a positive change in people's lives.

We engage in the following global advocacy and awareness-raising initiatives to ensure that high-level political commitments are kept and trickle down to effect real and lasting change:

- The **UN Convention on the Rights of Persons with Disabilities (UNCRPD)**, as a universally valid legal framework for achieving decent lives for persons with disabilities, is the core of all our actions.
- The **Sustainable Development Goals (SDGs)**, which will shape international cooperation for the next 15 years, including a clear commitment to leaving no one behind.
- The **Global Campaign for Education**, a civil society movement with which LIGHT FOR THE WORLD has been strongly engaged, and is actively advocating for inclusive education.
- The **WHO's Universal eye health: a global action plan 2014–2019** targets the reduction in prevalence of avoidable blindness and visual impairment.

Awareness raising is an essential part of our cross-programme approach. This includes the programmes themselves, as well as fundraising and communication. We believe that changing attitudes and behavioural change are both driving forces in the journey towards an inclusive society. All our awareness-raising efforts foster respect for the rights and dignity of persons with disabilities and combat stereotypes, prejudices and harmful practices relating to persons with disabilities, including those based on sex and age, in all areas of life. The campaigns will also promote awareness of the capabilities and contributions of persons with disabilities.

Essential to our political work and policy influence is the cooperation of and partnership with other organisations and networks. We want to emphasise the link with our partners and the disability movement, and reflect the voice of persons with disabilities within international debates. We maintain a clear link between our programme work and advocacy efforts. In order to make our global advocacy as effective as possible, linkages and cooperation between the different levels and corresponding actors are essential. Common advocacy strategies and effective communication tools will ensure the delivery of aligned messages at all levels.



Note on humanitarian aid

LIGHT FOR THE WORLD will engage in direct humanitarian aid in the following circumstances:

- In partner countries, when disasters strike the beneficiaries in our programme. Most recent examples are South Sudan, Philippines, Bosnia-Herzegovina and Burkina Faso.
- In non-partner countries, in cases where we can implement a specific intervention for persons with disabilities and additional resources are available (as was the case in Haiti).
- When working with mainstreaming humanitarian organisations to develop tools and guidelines for disaster preparedness and humanitarian action.
- When working at the international advocacy level together with the International Disability and Development Consortium (IDDC), the International Disability Alliance (IDA) and other umbrella organisations on making international guidelines and frameworks inclusive.

Countries

To grow LIGHT FOR THE WORLD smartly and achieve tangible results, we select specific countries within which we engage. In the coming years, this list of countries needs to be reviewed and adapted as opportunities arise or circumstances change.

In focus countries, we work with national governments towards the implementation of national programmes facilitating the inclusion of persons with disabilities.

Our current focus countries are:

- Bolivia
- Burkina Faso
- Ethiopia
- Mozambique
- Northeast India
- South Sudan
- Southern Congo

In partner countries, we work with a small number of strategic partners on a specific topic.

The current partner countries are:

- Bangladesh
- Bosnia-Herzegovina
- Cambodia
- Pakistan
- Papua New Guinea
- Rwanda
- Tanzania

LIGHT FOR THE WORLD engages in regional programmes, covering one or more partner countries (and other countries in collaboration with other non-governmental development organisations).

Current examples are:

- Human Resources for Eye Health in sub-Saharan Africa.
- Uncorrected Refractive Error Programmes, related to the Task Force of the International Council for Ophthalmology (ICO).
- Advisory services to mainstream organisations, which can also be delivered outside the focus or partner countries (like Kenya), if there is a specific interest and it fits the strategy of the Disability Inclusion Lab.

Note on Implementation

LIGHT FOR THE WORLD has set up policies, quality standards, and planning cycles in programme countries. These will continue to be implemented and also regularly challenged to ensure continued quality improvement of our programmes. In the future, programmes will become even more interlinked with resource mobilisation and

communication – as laid out in the upcoming chapter. Key strategic elements, such as capacity development and empowerment, are mentioned in 'Principles of Internal Organisation' and 'Partnerships'.

Resource mobilisation and communication

Smart growth

Our programme choices imply a resource mobilisation strategy that aims for smart growth. Smart growth is about securing a resource base that enables us to operate with self-determination, implementing a diverse range of programmes and deepening our impact. We expect the organisation to continue growing gradually, but will shift focus to different financial indicators that display the quality, diversity and longevity of funding.

Smart growth demands that we move beyond our current strategies, and take into account key fundraising trends. These include:

- A maturing private-donor market with limited possibilities for growth and declining returns on investments.
- Value for money as a pervasive drive in donor strategies, implying more competitive bidding, a stronger need for evidence and higher standards for transparency and accountability.
- More direct funding to local partners from sources in the Global South, such as embassies and (new) foundations, and decentralised international funding mechanisms from official development assistance, for example the EU.
- A new generation of philanthropists who place a premium on bold, innovative programmes, novel funding modalities (such as loans, payment on delivery and social impact bonds) and active engagement.
- Public-private partnerships – encouraged either by donors or by corporate social responsibility (CSR) strategies from companies seeking active engagement in contributing to social change.
- Social media – offering new channels and possibilities for crowdfunding, community building and transparency, also in the Global South.

These trends demand an overhaul of our current fundraising strategy. Each choice of country in which we engage with or where we are involved in strategic work areas has resource implications. Therefore, we will establish Integrated Resource Mobilisation Planning between all parts of the organisation (programmes, fundraising, communications and international alliances) on the national and international level. Advance planning on return on investment (ROI) as well as evaluation of the results are embedded in our fundraising work.

'Following big issues and also stay connected to individual donors.'

Employee feedback
LIGHT FOR THE WORLD

Resource mobilisation objectives

We have the following objectives in this area:

OBJECTIVE 1:

Local resource mobilisation

All parts of LIGHT FOR THE WORLD are encouraged to raise resources at a local and national level. Capacity at these levels has to be built up over the coming years. For this, we need to evaluate current national fundraising strategies, in order to see where improvements can be made. We will work with benchmarks for the return on investment. Being aware of the rising imbalance between earmarked and non-earmarked funds, we explore new markets and fundraising opportunities to raise non-earmarked funds. Innovative approaches play an important role in this regard. These will include strategic targeting of high-net-worth individuals and crowdfunding through social media.

OBJECTIVE 2:

Integrated resource mobilisation approach

We recognise the need for a bridge between programme work and resource mobilisation. Proactive exchange from the start will increase the effectiveness of both programme development and resource mobilisation. We integrate specific fundraising strategies that include building long-term strategic partnerships with foundations, high-net-worth individuals and public donors into a common approach – especially for big thematic areas, such as eye health, trachoma, inclusive education (IE) and disability inclusion. As part of this common approach, we further develop common products and joint initiatives. To implement this approach, we need efficient teamwork within national teams and across the organisation in fundraising efforts and programmes. Our internal decision making team the 'Go-4-It Team' is a good example that is jointly working with international foundations and institutional donors.

We developed the Institutional Donor Strategy in early 2015, as a response to the key trends (mentioned above) related to foundations and official donors. We now need to implement this strategy.

OBJECTIVE 3:

Resource mobilisation through networks and alliances

The trend toward large-scale and comprehensive multi-stakeholder programmes will continue. A premium will be placed on those organisations skilled in crafting coalitions. We must therefore continue to build strong partnerships and alliances. Networked fundraising, especially in response to calls for proposals and tenders, should further highlight the importance of further developing our capacity to engage with complex calls for proposal and tender processes, for example complex cross nations invoicing. It also demands that we develop capacity to devise practical but legally sound constructions, tailored to local context.

OBJECTIVE 4:

Innovation in fundraising

There is a clear need to look out for innovative funds and pilot initiatives. We are attentive and open-minded regarding new opportunities and external trends, among which are mobile fundraising apps, high-net-worth individuals and supporting donors with crowdfunding, as well as forming public-private partnerships. We explore how these can best be used for either resource mobilisation or awareness raising.

Communication

Communication is key to achieving our strategic objectives in general and our resource mobilisation targets in particular. Our central messages demand tailoring to various audiences, but we will do so in ways that promote our rights-based approach and will 'meet the audience' at its particular level in terms of information, style and use of language. The following priorities will drive our communication work in the years to come.

OBJECTIVE 1:

Strengthening our brand

Together, we sharpen the image of the LIGHT FOR THE WORLD brand to strengthen credibility and reputation. We use consistent and authentic messages, corporate design, products and information material, in order to work out our Unique Selling Proposition (USP).

We are a trustworthy and reliable organisation. With this in mind, we use sound and creative impact-reporting methods, such as visual impact reporting.

OBJECTIVE 2:

Avoid harmful stereotypes

We are aware that a broader public understanding of persons with disabilities is not in line with the UN Convention on the Rights of Persons with Disabilities (UNCRPD). Therefore, our approach to creating an inclusive environment where all persons can fulfill their potential is to put the emphasis on the abilities, skills and capabilities of the individual. We show that disability is not an illness and we highlight the independency of persons in making their own decisions and choices in life. By doing this, we commit to a respectful use of images and messages.

*Sitting around a
campfire during a visit in
Bulajira with people from
the Netherlands and Austria,
the Ethiopian Country Office,
major donors and project
partners, we shared stories
of why everyone was there
in this special moment.
In this emotional situation I
felt the Light for the World
spirit as huge bonding power!*

Employee feedback
LIGHT FOR THE WORLD

OBJECTIVE 3:

Enhance awareness-raising efforts

On the international level, we need a streamlined online approach, which is the base for international public relation activities, targeted to certain markets and focused on awareness raising. We strive for additional funding, from the EU for example, for such special awareness campaigns. We focus on key international target groups, such as journalists, key media, philanthropic networks, ophthalmic networks and opinion leaders, reaching them through the most effective and suitable communication channels available. We will reshape our national communication work to free up resources for international communication activities.



Principles of internal organisation

Our culture and values

The nature of our programmes, as well as the constellations in which we are going to work with staff, partners and funders, are going to become more complex in the years to come. Managing these relationship dynamics will require placing our strong driving values 'involved', 'in focus', 'in touch' in the centre of our activities. During the development process for this strategic framework, we have thoroughly reviewed our value base and found that the current framework – 'involved – in focus – in touch' – developed in 2010, remains a useful frame of reference, with slightly altered details.

Over the course of the next five years, we might add 'in health' to this value set. 'In health' refers to the growing attention that personal health – at work and within health care systems –

'We are diverse. We have different cultural backgrounds, different thematic interests and different approaches. Being able to accommodate that illustrates our own way of handling the principles of inclusion.'

Employee feedback
LIGHT FOR THE WORLD

receives. Lastly, we foresee that transparency and accountability will become more important in the years to come, as public expectations and donor demands will increase and our programme portfolio will become more varied and complex.



Involved for a brighter day

'Involved' refers to our commitment to human rights, inclusion and participation. It also implies ambition with regard to our objectives and commitment to work together with our colleagues and others to meet challenges that are naturally beyond the reach of any individual organisation, such as the sustainable development goals (SDGs). Lastly, 'involved' refers to walking the talk. We strive to be a role model for diversity and inclusiveness, and will push the boundaries wherever we can.



INVOLVED

Focusing on a brighter day

'In focus' refers to effectiveness, delivering high-quality work that builds on our strengths, and a strong evidence base. Therefore, 'in focus' demands that we carefully choose our areas of work, build up skills and expertise with a longer-term perspective and stay close to the core of our organisation: eye health, disability and a commitment to an inclusive society.



IN FOCUS

In touch for a brighter day

'In touch' refers to the quality of relationships we aspire to have with our staff, our partners and other stakeholders in our operating environment. 'In touch' is about putting our heart into our work, treating our colleagues and others with respect and fostering empathy for others. This requires a leadership style that emphasises collaboration and enables personal and organisational development. Lastly, 'in touch' refers to a keen eye for developments in and around our work. We strive to be a learning organisation with an innovative spirit.



IN TOUCH



Human resource principles

LIGHT FOR THE WORLD is an inspiring organisation for its staff. The core values are the basis for collaboration. Our employees can rely on LIGHT FOR THE WORLD as an employer. We expect involvement, professionalism and respectful conduct from all our employees. We stimulate an innovative working environment, flexible working structures and creative methods of collaboration. More open systems for exchange between different parts of the organisation demand a joint culture of cooperation and communication. We are committed to participatory processes, while being devoted to clear and timely decision-making.

We have an aligned international human resources and organisational development approach. We therefore invest in capacity development at all levels of the organisation. The inclusion of persons with disabilities in LIGHT FOR THE WORLD is promoted at all levels; we proactively encourage the employment and recruitment of persons with disabilities. In order to become a true international organisation, we recruit people from around the globe. Therefore, we will put a special focus on the following areas:

"I am new in the organisation and I like the energy. It is great to work with a lot of passionate people with great creative potential."

Employee feedback
LIGHT FOR THE WORLD

"There is space to develop yourself and your position. You are not limited by a tight job description."

Employee feedback
LIGHT FOR THE WORLD

Joint framework and standards: We develop standards in all feasible areas of human resources (HR) and develop common services for all, namely – recruitment, induction of new employees, human resources development, salary schemes, HR administration, etc. We acknowledge that national labour laws and cultures require specific national approaches.

Capacity development: The implementation of the strategic frameworks and, especially, a shift of responsibilities from the north to the south will require specific attention and investment in the qualifications and skills of all staff members. A specific focus within HR is the development of a process, a plan and its roll-out throughout LIGHT FOR THE WORLD. Job rotation among all parts of LIGHT FOR THE WORLD can contribute to capacity building and job enrichment.

Inclusive organisation/employer: To become an inclusive organisation and an inclusive employer, a diversity-management process has to be started, including all dimensions of diversity (gender, ethnicity, sex, age, disability and religion) with a specific focus on persons with disabilities.

Expertise: Expertise continues to be central to our work; therefore, we will continue to build up our human resource capacities strategically. The internal expert pool and focal points are complemented by an external expert pool.

Implementation principles

In all our work areas – programmes, communications, and resource mobilisation – we strive to achieve best-possible results and high impact. This requires bold goal setting, consequent planning and implementation, and having adequate systems for human resources, finance and administration, and infrastructure in place.

We position ourselves as a learning organisation, in which learning is made possible through three main principles:

- Evidence and monitoring
- Exchange and innovation
- Accountability and transparency

EVIDENCE AND MONITORING

In the coming five years, we will have a special focus on:

Result and impact measurement as a systematic approach: We measure results and impact in all our work areas. As needed, we will further develop our monitoring and evaluation tools, continue building up internal capacities, and draw on external expertise where needed. Cross-monitoring between different entities will add to our learning. All results and reports will be shared throughout LIGHT FOR THE WORLD and communicated to external audiences. For our programmes, we will continue to develop adequate systems for result and impact measurement, building on the existing effectiveness framework, driven by the LIGHT FOR THE WORLD internal effectiveness group.

Evidence-based programming: For monitoring of our work as well as for being accountable to external audiences – donors and the wider public – we put more emphasis on evidence-based programming. This requires alliance with universities in partner countries and institutions specialising in monitoring and evaluation – for example, the Dutch organisation Enablement.

"LIGHT FOR THE WORLD is one of the rare and courageous organisations to invest in innovative programmes. It created a tremendous impact on a national level in Uganda."

Employee feedback
LIGHT FOR THE WORLD

EXCHANGE AND INNOVATION

Internal exchange: Face-to-face meetings will continue to be essential for our mutual learning. Peer-to-peer systems will be developed in order to exchange and discuss reports and programming. Internal monitoring evaluations will be used as management tools and have a specific 'lessons learnt' component. Cross-monitoring throughout LIGHT FOR THE WORLD will be encouraged in order to stimulate mutual learning. Special attention will be done to train and induct new staff in methods and procedures developed by LIGHT FOR THE WORLD.

Knowledge management: The existing concept note for the knowledge management system will be put into practice. This entails, among other elements: building a knowledge management community within LIGHT FOR THE WORLD where experts can coordinate sharing through peer-to-peer systems; the establishment of team spaces for the exchange of working groups; the continuation of revamping the internal Wiki; and the frequent use of web conferencing.

Innovation: In our external environment, innovation happens all the time. Examples are new technologies, new forms of activism and social movement, or internet-based funding methods. We need to reflect on them and the ones to come in the future. In response, we inject innovation in our ongoing programmes and work. To challenge ourselves we create 'innovation hubs', through which we designate time and structure for

innovation within our working environment. We also allow for innovative pilot projects, which can be scaled up if successful. We plan to set up a fund for small pilot projects to provide seed money, potentially fostering creativity.

We are aware that a number of 'soft' factors are essential for innovation within LIGHT FOR THE WORLD. The 'soft factors' we will cultivate are quality time, flexible and uncommon teams (cross-country), a stimulating and conducive management style, constructive feedback culture, dialogue and exchange with internal and external sources and sparring partners, and a working environment promoting innovation.

ACCOUNTABILITY AND TRANSPARENCY

We are accountable to the people we work for and with – our honorary officials and staff members, our various supporters and the wider public in general. Being accountable, means we have transparent and efficient procedures in place, formulate harmonised standards to create synergies, and further develop our monitoring and evaluation tools in all working areas across all parts of the organisation. Therefore, our joint efforts will focus on the following issues:

Transparency and reporting standards: We seek an open information policy to ensure timely, relevant and accurate information. We will enforce a solid and accessible management information system: timely global reporting standards at the international level, namely in financial systems, Key Performance Indicators (KPIs), and data for bigger proposals.

Internal and external control systems and risk management: Thorough internal and external controls will help ensure the effectiveness of resource allocation and mobilisation in achieving key strategic objectives, and minimise the risk of funds being misused (e.g. impact measurement in resource mobilisation and allocation, and dissemination of our anti-corruption policy).

FINANCE, ADMINISTRATION AND INFRASTRUCTURE

For all the above mentioned work areas, be it programme planning and monitoring, financing programmes or receiving funds, we need to provide qualitative support and have adequate and accessible systems and infrastructure in place. Our working environment will be characterised by working in international teams in different places, and working with different internal and external partners. Thus, we will increase our efforts towards:

Harmonised standards in information communication and technologies (ICT). Wherever possible and appropriate, harmonised standards in ICT will be put in place to enhance collaboration, exchange and knowledge sharing (e.g. joint scheduling systems and data storage).

User-friendly tools that facilitate the exchange of information and joint collaboration, and support learning and knowledge management. Tools include, for example, a LIGHT FOR THE WORLD-wide knowledge-sharing platform (Wiki in its new form).

Partnerships

*"Working in broad networks
Enables LIGHT FOR THE WORLD
to travel to places where we
have never been thus far."*

Employee feedback
LIGHT FOR THE WORLD



Going alone has never been an option, and will be even less so in future. Our ability to contribute to systemic change largely depends on the way we collaborate across organisations and actors in established networks and alliances. Increasingly, the decisions and constellations of partnerships, from the local to the global level, will be driven from the south.

STRENGTHEN SELF-ORGANISATION AND LOCAL CIVIL SOCIETY

To address the rights of persons with disabilities in a global context, our natural alliance partners are persons with disabilities, their representative organisations and local development NGOs (either specialist NGOs working on disability or mainstream NGOs who we will support to mainstream disability into their organisation and/or programmes). We appreciate the disability movement slogan, 'Nothing about us without us', and take initiative to strengthen self-representation and to speak with one voice, which is crucial for creating political impact. Linking up with the disability movement is a key feature of our work

in countries and regions where LIGHT FOR THE WORLD is established, and on an international level. Our programmes will continue to have a strong focus on building local and national capacity, both for specific disability and health issues as well as institutional development. As eye health and health in general is a major sector in this framework – and to confirm the medical services for people facing eye illnesses or disabilities – medical institutions and public health authorities continue to be major partners. For the inclusive education and livelihood component, our natural partners are educational authorities and community organisations.

In general, we welcome contact and close collaboration with people and institutions wanting to make their services better and more inclusive.

CONSTRUCTIVE ENGAGEMENT WITH GOVERNMENT ACTORS FOR SUSTAINABLE CHANGE

Government action, at both the national and the local level, is key to ensuring sustainable change at a meaningful scale. As described in the analysis of our operating environment, governments will increasingly have the resources to ensure the rights and needs of people living with disability, but they may not be able or willing to design and implement the policies to do so effectively. Moreover, in the rural areas, especially among local government officials such as teachers, local administrators and health officials are key change agents with whom we will partner to develop and deliver effective programmes. At the national level, we will work with government actors both as 'targets' for advocacy and as allies for joint objectives. This implies a constructive, context-sensitive approach and the ability of staff to bridge different discourses, 'read' the policy space and translate these into effective interventions.

EXPAND OUR REACH THROUGH INTERNATIONAL COALITIONS

We embrace the added value in actively engaging with international networks such as the International Disability and Development Consortium (IDDC), the International Agency for the Prevention of Blindness (IAPB) and the Global Campaign for Education. While increasing our political impact through active engagement, we also learn and benefit substantially within our own working practices. We are aware of the trade-off of time and resources invested in such networks in relation to the benefits. Therefore, we will limit our engagement to those networks that are strategic for our key programmes, and in which we can have influence. One key area of expansion is the social protection field.

DEVELOP KNOWLEDGE PARTNERSHIPS AND MULTI-STAKEHOLDER PROGRAMMES

The trends within our operating environment will place a premium on multi-stakeholder approaches at a local, national and international level. Our roles will vary from initiating and participating to facilitating multi-stakeholder processes ranging from international campaigns to the elimination of trachoma. One key area of expansion is applied research to create evidence for our programmatic approaches, as well as for our advocacy work on the national and international level, which has become increasingly important for us. We will invest in linking to universities, research organisations and innovation platforms to strengthen learning and evidence building and to stimulate programme innovation.

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