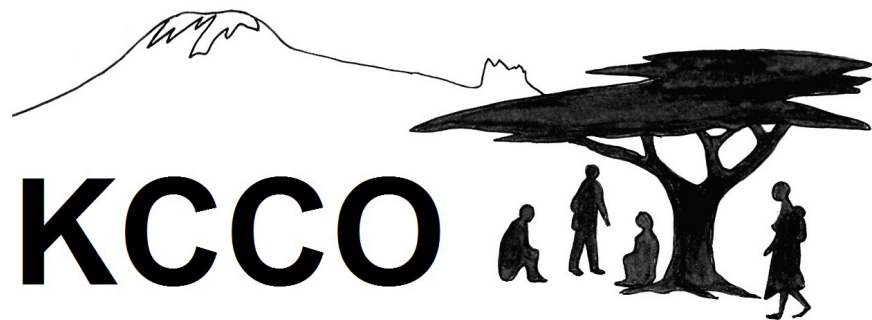




Credit: Joe Raffanti

STRATEGIC PLAN 2017-2021



Kilimanjaro Centre for Community Ophthalmology



Credit: Ellen Crystal Photography

Our Vision

Our vision for eye care in Africa is a continent where all Africans can access high quality patient-centered eye care services provided by Africans through well-functioning systems.

Our Mission

Our mission is to strengthen African health systems and partnerships through the provision of eye health training, the conduct of epidemiological and implementation research and the facilitation of planning and change implementation at different levels of the health system. We strive to make contributions that directly contribute to the achievement of the goals of VISION 2020, GET 2020, and the World Health Organization's global eye health action plan (2014-2019). KCCO's work also aims to contribute to reaching larger human development goals – in the context of the Sustainable Development Goals (SDGs) – given that poverty is both a cause and a consequence of blindness and severe visual impairment.

Our Goals

- ▶ **To be a lead community ophthalmology agency in sub-Saharan Africa.**
- ▶ **To build the capacity of eye health professionals and others from throughout Africa in all aspects of community eye health.**
- ▶ **To assist governments, NGOs, hospitals, and communities to develop and manage organizationally sustainable eye care programmes serving the needs of their population.**
- ▶ **To provide the evidence needed to inform the adoption and implementation of gender-sensitive interventions and programmes related to eye health in Africa.**
- ▶ **To be a global resource to inform the adoption and implementation of preferred practices for the elimination of avoidable blindness and visual impairment in sub-Saharan Africa.**
- ▶ **To be a global resource to inform the adoption and implementation of quality of care improvement processes in low-resource settings.**
- ▶ **To support the work of the World Health Organization (WHO) in assisting the countries in sub-Saharan Africa that are working towards the elimination of blinding trachoma.**



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KCCO priorities for the strategic plan

KCCO priorities are formulated around our mission, goals and objectives. A major cross-cutting theme that runs through our priorities is the concept of evidence informed decision making. In addition, our priorities build upon the strengths of KCCO: capacity building and human resource development, mentorship, research, gender equity, and facilitating organizational change for improving the delivery and quality of eye care services. As before, KCCO will also prioritize specific disease issues, specifically cataract, trachoma, childhood blindness, diabetic retinopathy and glaucoma.

Priority:

Generating the evidence and translating the evidence into policies, programmes, and practices

KCCO will prioritize the continued conduct of operational research that will generate evidence for improved policies, programmes and practices for the elimination of avoidable blindness and visual impairment in sub-Saharan Africa. There will be a strong focus on generating knowledge to inform the development and implementation of preferred organizational practices to improve eye health programmes and eye care service delivery and quality. From a disease-specific perspective, trachoma, cataract, paediatric vision loss, diabetic retinopathy and glaucoma are focal areas of work. In the case of diabetic retinopathy and glaucoma, much work remains to be done to document the rising burden of these conditions across sub-Saharan Africa as well as define effective care management practices in low-resource settings.

Given the long history of KCCO in gender and blindness, KCCO will continue taking a **lead role globally to document the problems, identify possible solutions, and assist partners to test approaches** to reaching gender equity in access to services.

For all of these issues, and others that arise over the coming few years, KCCO will also address the translation of knowledge into policies, practices, and programmes through a number of approaches, including

the development of policy briefs, the use of advocacy strategies for different audiences, “preferred practices” guidelines, and the preparation of documentation (scientific publications and manuals) in partnership with other groups and other academic institutions. For example, KCCO will continue to work with the International Coalition for Trachoma Control (ICTC) to synthesize and disseminate the best available evidence about preferred practices for trachoma elimination.

The anticipated deliverables (2017-2021) include:

- ▶ At least **eight scientific publications** per year.
- ▶ Lead (or be a major partner) on **preparing at least five manuals** or similar capacity building documents.
- ▶ Lead (or be a major partner) on at least **six knowledge translation initiatives**, including one policy brief on the management of diabetic retinopathy in sub-Saharan Africa.
- ▶ **Strengthen the capacity of at least 25 African researchers, policy makers, or programme managers** to use evidence effectively.
- ▶ Hold at least **four Africa-wide/global scientific meetings**.

Priority:

Building capacity in areas necessary for the expansion of organizationally and financially sustainable eye health programmes

There has been considerable progress in achieving the goals of VISION 2020 throughout Africa; there are many settings which have achieved high cataract surgical coverage and quality of care through improved infrastructure and human resources for health capacity. That said, **KCCO needs to continue building and expanding the capacity of VISION 2020 programmes throughout Africa so that more “districts” can celebrate success while working towards long-term sustainability equitable eye care delivery systems.** The needs are especially great in Francophone West Africa, a region where there have been so far less external resources to support national and sub-national programmes compared to Eastern and Southern Africa.

Health systems strengthening for eye care is a major area of work of KCCO; KCCO will **plan and conduct on-site capacity building activities** that will help strengthen the organizational and financial capacity of eye health programmes. This will involve training in management, leadership development, planning, quality improvement processes, child eye health programme management and other areas.

Capacity building does not stop with training and KCCO will also **develop long term mentorship relationships** in order to help VISION 2020 stakeholders put in place the strategies (e.g., clear roles and responsibilities, supervision, required skills) needed to achieve their targets.

Over the next four years there will also be a specific focus on **research capacity building activities** for trachoma elimination in sub-Saharan Africa. KCCO will support the work of the WHO Alliance for the Global Elimination of Trachoma (GET 2020). It is anticipated that KCCO will continue to strengthen its relationship with WHO in order to assist countries in sub-Saharan Africa with the implementation and evaluation of their Trachoma Action Plans.

The anticipated deliverables include:

- ▶ **KCCO management and leadership courses** conducted on-site in six additional countries (at least three in Francophone countries).
- ▶ At least **four Training of Trainers workshops** conducted in sub-Saharan Africa for critical components of trachoma elimination programmes (at least two in Francophone countries)
- ▶ At least **three Training of Trainers workshops** for Trachomatous Trichiasis surgeons conducted in Africa (include one for Francophone countries).
- ▶ A new **3-day course on preferred practices** for implementing a child eye health programme will be developed and conducted in at least 5 new settings.
- ▶ At least **ten on-site capacity building visits** or exercises will be undertaken each year.
- ▶ Publication of a **manual on preferred practices for eye care organizations** focusing on cost-recovery and financial sustainability.



Credit: Joe Raffanti

Priority:

Facilitating and mentoring to strengthen eye health programmes throughout Africa, with a particular focus on Francophone Africa



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KCCO has been working with about 20 VISION 2020 programmes throughout eastern Africa; all of them have either doubled or tripled the number of eye care services to their catchment population. There has been growing interest by eye care professionals in Francophone Africa for KCCO to engage in a similar facilitation, support, and mentorship process. Over the next four years, there will be a strong focus on systems and processes to monitor and improve the quality of eye care services.

In the coming few years KCCO will plan to expand technical and financial support to VISION 2020 programmes in other countries in Africa, with a particular focus on Francophone Africa. In order to facilitate the process of monitoring and evaluating new programmes in West Africa, KCCO will hire and train a bilingual programme officer that will be based in the region (most likely in Dakar or Bamako). The new KCCO programme specialist is expected to be recruited in the first half of 2017.

Although Africa is a priority, KCCO considers requests from other settings. Facilitation and mentoring of initiatives to achieve gender equity will also remain part of the KCCO portfolio.

The anticipated deliverables include:

- ▶ As the lead or in partnership with other organizations, to have **supported at least ten new VISION 2020 programmes**, each increasing their eye care service delivery by three fold.
- ▶ Among the ten new VISION 2020 programmes, at least **50% will be in Francophone countries**.
- ▶ All **new programmes will include targets and indicators for quality of care** monitoring and improvement. A key outcome measure will be the pace of improvement in terms of the quality of care delivered.
- ▶ All new programmes will **adopt a comprehensive eye care approach** to address eye care needs at the local level.
- ▶ All programmes have **improved gender equity in service delivery** so that there is only a 5% difference in service use by men and women.
- ▶ KCCO staff responding to **requests from outside of sub-Saharan Africa through collaborative projects** designed to take advantage of cross-learning opportunities.

Priority:

Strengthening of KCCO Tanzania and developing a network of African eye health experts

There will be continuing efforts to build up KCCO Tanzania so the institution and staff are in a position to successfully acquire and manage their own project grants. KCCO will also work more closely with a growing number of institutes and eye units in Africa that have demonstrated good organizational and financial practices. Finally, KCCO will assist with the strengthening of potential centres of community ophthalmology in Africa and elsewhere.

It is also our intent, in part through our affiliation with the University of Cape Town, to expand further the network of African eye health experts involved in KCCO International research projects, workshops and activities.

The anticipated deliverables include:

- ▶ **KCCO Tanzania mentorship and grant making capacity strengthened** by (1) participating in at least two annual meetings, conferences, and other activities related to capacity development and (2) engaging in active learning through a learning by doing approach, with frequent mentoring by KCCO Executive Director and KCCO Senior Consultants and Advisors.
- ▶ The **amount of funds** from grants awarded directly to KCCO Tanzania **increases yearly by 10%**.
- ▶ **Greater number of African eye health experts involved in KCCO research projects** as investigators, and in delivering KCCO workshops as facilitators.



Credit: Joe Raffanti

Activities

The major activities of KCCO include:

1. **Providing training and mentoring to eye care professionals** and others within the broader public health community involved in vision loss throughout Africa.
2. **Supporting the expansion of practical, organizationally sustainable, high quality eye care programmes** that meet the needs of the population.
3. **Generating the evidence necessary to guide the development of training, programmes, and policies** needed regarding vision loss throughout Africa.
4. **Networking with institutions and individuals globally** to improve capacity building, programme development, and research.

KCCO will carry this out by:

- ▶ **Conducting regular courses** at various settings in sub-Saharan Africa.
- ▶ **Facilitating planning** of national eye care and national trachoma control programmes.
- ▶ **Facilitating the development** of provincial, regional, and district eye care and trachoma programmes.
- ▶ **Mentoring** of provincial, regional, and district eye care programmes.
- ▶ **Facilitating the establishment of Child Eye Health Tertiary Facilities (CEHTF)** and low vision programmes through partnerships and collaboration.
- ▶ **Training VISION 2020 programme managers** and Childhood Blindness Coordinators for CEHTF in Africa.
- ▶ **Assisting the University of Cape Town Division of Ophthalmology and the Community Eye Health Institute** with various training and research activities.
- ▶ **Training and mentoring ophthalmologists and public health professionals** in conducting research and knowledge translation.

- ▶ **Facilitating and training in all aspects of surveys** (RAABs, trachoma surveys, etc.)
- ▶ **Assisting with the preparation of manuscripts** for submission for publication.
- ▶ **Serving on various international and regional committees**, task forces, and working groups.
- ▶ **Coordinating with partners and donors** on prioritization of resource needs for eye care.
- ▶ **Strengthening the governance** of both KCCO Tanzania and KCCO International.

Partnerships

Partnerships are key to KCCO's success. For this reason, KCCO will continue to partner with individuals, hospitals, universities, governments, and NGOs to achieve its goals. At present, KCCO does not carry out active fund-raising to individuals or corporations; it is anticipated that most fund-raising will be with its partners.

Administrative management

KCCO has three levels of administration: KCCO is a registered 501-c-3 non-profit organization in the USA. All financing and auditing is managed through KCCO in the USA. KCCO International is a unit of the Division of Ophthalmology at the University of Cape Town in South Africa. It is also registered under South African regulations as a private non-profit organization for financial management purposes. When the Executive Director is based in Cape Town KCCO International will have overall management responsibilities for all KCCO work in Africa. KCCO Tanzania Ltd is based in Moshi, Tanzania and registered under Tanzanian regulations as a private non-profit organization. KCCO Tanzania reports to KCCO International.