

Strategic Plan

2022 - 2026



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 and sustainable systems.

Our mission

Our mission is to strengthen African health systems and partnerships through the provision of eye health and community ophthalmology training and mentorship, the conduct of epidemiological and applied and implementation research and the facilitation of evidence-informed planning and change implementation at different levels of the health system. We strive to make contributions that directly contribute to the achievement of the targets included in WHO's 2019 World report on vision and the strategic document "Ending the neglect to attain the Sustainable Development Goals: a road map for neglected tropical diseases 2021-2030". 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 and global resource** to support the adoption and implementation of evidence-informed interventions for the elimination of avoidable blindness and visual impairment in sub-Saharan Africa.
- To **build the capacity of African eye health professionals and organizations** in all aspects of community eye health.
- To **assist governments, NGOs and hospitals in engaging with African communities to develop and manage organizationally sustainable and high-quality eye care programs.**
- To **provide the evidence needed to inform the adoption and implementation of equity-sensitive interventions and programs** related to eye health in Africa, including to address gender differences in blindness.
- To support trachoma elimination programs in Africa through KCCO's direct contributions to the **World Health Organization (WHO) Collaborating Centre for Trachoma at the University of Cape Town.**

Priority

Being data driven along the knowledge to action continuum

KCCO will prioritize the continued conduct of **applied research** that will generate evidence for, improved policies, programs and practices for the elimination of avoidable blindness and visual impairment in sub-Saharan Africa.

KCCO will also aim to **strengthen data collection and analysis processes associated with routine field activities**, for example: data from outreach camps from partner hospitals and trichiasis case finding activities at the community level. This will require a degree of digital innovation/transformation and a greater use of data analytics and visualization tools.

While some partner hospitals now rely on electronic medical records, data completeness, timeliness and quality are still significant challenges for activities carried out at the community level. The goal is to promote data use (with appropriate disaggregation by age, sex, etc.) on an ongoing basis at both the micro and macro levels, e.g. to inform service delivery decisions as well as eye health policies.

KCCO will facilitate the knowledge to action process through:

- KCCO mentorship and engagement through applied research and capacity building activities,
- The use of data visualization tools (e.g. infographics) and knowledge translation approaches (policy briefs, “preferred practices” guidelines,
- Scientific publications and manuals, including in partnership with other groups and academic institutions as needed, and
- Being data-driven as part of monitoring and evaluation activities, including in assessing the impacts of new models of care (e.g. Community Vision Centres).

- Facilitating and training in all aspects of surveys (RAABs, trachoma surveys, etc.)
- Supporting local investigators to lead applied research projects, from the proposal stage to the knowledge translation and dissemination stage (including assisting with the preparation of manuscripts for submission for publication).

The anticipated deliverables (2022-2026) include:

- The selection and use of open-source digital software tools for data collection as part of field activities carried out by KCCO and its partners.
- The development and launch of a KCCO Power BI datasets hub to strengthen data analytics and to facilitate and improve data visualizations.
- Building institutional management structures (committees) at partner sites to use operational data in planning, monitoring and evaluation.
- Lead or co-lead at least 5 applied research projects in the field of eye health.
- Publish at least **5 scientific publications** in open access peer-reviewed journals.

Priority

Building capacity for high-quality and financially sustainable eye health programs and systems

To eliminate avoidable blindness in Africa, there is a need to scale up existing evidence-informed preferred practices in different settings, and to test new models of care (such as community vision centres) to reach more people in need of eye care services.

The eye health needs are great across Africa, but KCCO will aim over the next 5 years to ensure that programmatic coverage will include Francophone West Africa - a region where there have been, so far, less external resources to support national and sub-national programs compared to Eastern and Southern Africa. Over the next 5 years, **KCCO will continue building and expanding the capacity of eye health professionals, eye departments and clinics (including community vision centres) and government authorities throughout Africa so that more people, especially from poor rural communities, can access high-quality eye care services now and in the future.**

We will pursue this priority through two strategies: 1) by providing or facilitating training opportunities (available in both English and French) to various eye health professionals across Africa and 2) by adding new hospitals to the network of partners that KCCO directly mentor through various donor-funded comprehensive and equity-focused eye health initiatives.

As part of the first strategy, KCCO will digitalize some of its course curriculum on community ophthalmology programs to provide online options for busy eye health professionals who cannot easily leave work for 10-14 days for in-person training opportunities. The content will be complementary (and with a more condensed timetable) to the curriculum developed by the Community Eye Health Institute (a partner of KCCO) at the University of Cape Town in South Africa. KCCO will also offer trachoma-specific training workshops for leaders of national trachoma and Neglected Tropical Diseases programs.

As part of the second strategy, KCCO will engage in targeted fundraising with donors (individuals and organizations) to provide support to more eye departments/clinics in sub-Saharan Africa, including in Francophone West Africa. At the newly recruited hospitals, **KCCO will conduct on-site mentorship and capacity building activities** that will help to strengthen the organizational and financial capacity of hospital eye departments, clinics and community vision centres.

The anticipated deliverables (2022-2026) include:

- At least 1 new hospital in Francophone West Africa enter into a partnership agreement with KCCO for the implementation of a comprehensive eye health program in their respective catchment area.
- All programs demonstrate incremental progress (vs pre-COVID-19 pandemic levels) in volume of patients served and quality of care indicators.
- **KCCO’s courses “Organizational and Financial Management for Community Eye Health” and “Bridging Communities and Eye Care Providers”** will be available on a yearly basis both through in-person and online modes.
- At least two global scientific meetings on trachoma will be held to synthesize the best available evidence for trachoma elimination and to disseminate it to trachoma national programs in Africa.
- A new **3-day course on preferred practices** for implementing a child eye health program will be developed and conducted in at least 5 new settings.



Priority

A focus on equity and vulnerable and hard-to-reach populations

Given the foundational work of KCCO in the research and programmatic area of **gender and blindness**, KCCO will continue taking a lead role globally to document the gender gap, identify possible solutions, and assist partners to test context-relevant approaches to reaching gender equity in access to services. KCCO will also continue to engage, including through applied research, with nomadic populations in Eastern Africa in order to better design and implement eye health programs and culturally-sensitive interventions adapted to their contexts.

For the pediatric population, KCCO will pursue new partnership opportunities for further developing a network of **Child Eye Health Tertiary Facilities** in sub-Saharan Africa, and adapt or refine preferred practices guidelines in this field as new evidence emerge. Work related to children will also involve conducting a situation analysis of retinopathy of prematurity in KCCO's countries of operation.

Identifying and serving patients truly too poor to pay even a small co-payment for already subsidized eye care services is an important consideration for all programs supported by KCCO. To ensure that no one is left behind while also improving financial sustainability so that high-quality service delivery systems are always available for all requires careful planning and a deliberate approach at the screening and counseling stages along the continuum of care. KCCO will work with partners to document and share preferred practices in different socioeconomic and cultural settings.

The anticipated deliverables (2022-2026) include:

- At least 2 new sites are operating as Child Eye Health Tertiary Facility before the end of 2026.
- All programs have **improved gender equity in service delivery** so that there is no more than a 5% difference in service use by men/boys and women/girls.
- A situation analysis of retinopathy of prematurity is conducted in each country where KCCO operates, and the findings are shared with national eye health authorities.
- Publication of a preferred practices manual on cost-recovery financial sustainability in the context of the leaving no one behind principle is developed and disseminated across Africa.
- At least two applied research projects specifically on vulnerable and hard-to-reach populations lead to scientific evidence and publications about equity-oriented interventions.
- Publication of a scientific article on trichiasis case finding and management in nomadic populations.

Priority

Strengthening of KCCO Tanzania and developing a network of African eye health experts for new initiatives across sub-Saharan Africa

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. 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 research projects, workshops and activities.**

Partnerships are also a key to KCCO's success. For this reason, KCCO will continue to partner with individuals, hospitals, universities, governments, and NGOs to achieve its goals.

The expected outcomes (2022-2026) include:

- **KCCO Tanzania mentorship and grant making capacity strengthened** by (1) participating scientific meetings or conferences directly related to KCCO's mission 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 governance and organizational capacity of KCCO Tanzania is strengthened** by 1) monitoring of, and learning from, organizational best practices in the NGO sector in Tanzania and internationally, and updating internal policies processes documents as needed and 2) recruiting new Board members with complementary skills to support KCCO Tanzania by making recommendations and developing option for action to strengthen internal processes and guide future programmatic, grant-driven and partnership activities.
- **Greater number of African eye health experts involved in KCCO research projects** as scientific investigators and authors, and in delivering KCCO workshops as facilitators.
- **Increased KCCO participation on various international and regional committees** (e.g. International Agency for the Prevention of Blindness), task forces, and working groups.
- **Enhanced coordination with partners and donors** on prioritization of resource needs for comprehensive eye health.

About KCCO

KCCO has two 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 Tanzania Ltd is based in Moshi, Tanzania and registered under Tanzanian regulations as a private non-profit organization. KCCO Tanzania reports to KCCO US.

Contact

KCCO Tanzania
P.O. Box 2254
Moshi, Tanzania
+255 27 275 3547

KCCO US
17602 Marymont Place
San Diego, CA
92128
USA

www.kcco.net | admin@kcco.net

