

Global Strategic Plan: 2019 - 2021

Bob Ranck
President & CEO

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Executive Letter

*“You have not lived today until you have done something for someone who can never repay you.”
- John Bunyan*

This is what Orbis does every day. We transform the lives of people who can never really pay us back. With our network of partners, we mentor, train and inspire local teams so they can fight blindness in their communities. This is a sustainable gift to both individuals and communities.

As we plan for our future fight against blindness, it's important that we understand progress made to date, agree on where to focus, then set a plan in motion to achieve specific goals.

Recent global data on blindness trends predicts that blindness and visual impairment could triple in the next 30 years, unless we do something about it. The heart-breaking fact is that the most disadvantaged segments of our population - women and children - will be disproportionately impacted by this trend. We will make it our purpose in this strategic plan, to alleviate that adversity. In fact, much of our past work has done an admirable job of alleviating the burden of blindness for women and children, but it's appropriate for us to make the extra effort to emphasize this impact in this plan.

Our impact will be sustainable. With the burden of global blindness growing and the population of eye care teams decreasing over time, it's critical that we ensure every member of the eye care team has the most appropriate skills and technologies to prevent or treat blindness in their communities. Patients should have access to care, referral networks or health care workers with access to telemedicine connections to help secure diagnosis and treatment.

What makes 2019-2021 different? In short, we are returning to our innovative, clinically-focused roots. Orbis was founded by a team that brought aviation and medicine together to bring ophthalmic education to local teams to help them fight blindness. Our Volunteer Faculty - whether teaching through Cybersight, in a hospital-based training environment, or from the Flying Eye Hospital - provide the highest quality ophthalmic instruction and training. It's what we're best at. And we believe this is what differentiates us from other organizations in the fight against blindness. Based on that high-quality instruction, we will help local teams develop, implement and promote efficient and impactful models of comprehensive eye care. We will leverage the convergence of technology and innovation to strengthen the content and delivery of our training and programs. We will also expand our fight against blinding trachoma. The process of eliminating blinding trachoma gives us the chance to provide primary and secondary level eye care training in rural areas, which then gives us the opportunity to increase eye care capacity in rural areas. This is a golden opportunity that we should leverage – especially in those areas lacking clinical skills for disease prevention, diagnosis, treatment, and management.

To make that all happen, we will need to grow and diversify our fundraising efforts, strengthen our support capabilities and grow our brand. We will make our systems scalable and automated. We will also explore both organic growth and inorganic growth – strategic partnerships that bring us together with others in the same fight.

As an international development organization, we will continue to deepen our contribution to the Sustainable Development Goals. As a helping organization, we should try to do more good in our world. And, as a blindness fighting organization, we can grow our impact by partnering with other NGOs, foundations and major supporters. Non-profit partnerships can also open doors to other countries and regions where our clinical expertise can make a sustainable difference.



Changing the way the world sees.

We will be focused. Our impact will be sustainable. We will continue to be thought leaders and innovators, and we will continue to build our reputation for high quality ophthalmic education and training. Our blindness prevention and treatment efforts will alleviate the suffering of women and children wherever we work. And we will be recognized as the most trusted, inspiring partner in global ophthalmology.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Ranck".

Bob Ranck
President and CEO
Orbis International

Global Strategy 2019-2021

Mission: With our partners, we mentor, train and inspire local teams so they can save sight in their communities

Vision: To Transform lives through the prevention and treatment of blindness

Values: Caring, Accountability, Trust, Excellence

Goals

Develop, implement and promote efficient & impactful models of comprehensive eye care

Grow and diversify revenue

Be recognized as the most trusted, inspiring partner in global ophthalmology

Strengthen and streamline internal capacities and systems

Leverage the convergence of technology and innovation to strengthen the content & delivery of our training and programs

Develop and scale up referral networks in low- and middle-income countries

Eliminate blinding trachoma
Design and implement programs that address gender inequities and overcome barriers to eye care for all

Use operational research to create a robust evidence base and publish preferred practices

Increase restricted funding

Increase major gifts

Increase revenue from digital fundraising

Explore and develop new fundraising markets

Diversify Gift In Kind

Promote Orbis thought leadership and brand recognition in our 4 target sectors: ophthalmology, aviation, healthcare and technology

Amplify our voice to strengthen all we do with a brand that is known, trusted and inspiring

Leverage Vision 2020 to promote Orbis's mission

Meaningfully integrate HR into organizational plans

Efficiently and effectively integrate technology into daily practices

Develop and implement efficiency standards and metrics (i.e. Charity Navigator & other industry standards)

Strengthen organizational compliance

Mitigate organizational risk exposure

By the end of 2021, we will have scaled our work and expanded our impact through documented workable models that explain how we implement and measure comprehensive eye care.

By the end of 2021, we will have grown and diversified cash revenue streams and GIK support.

By the end of 2021, we will be recognized as global brand that has made a tangible impact in ophthalmic education and training and referral networks – recognized as having “Changed the way the world sees.”

By the end of 2021, our streamlined internal tools will enrich our partner relationships and credibility while supporting our core Orbis Values.

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Environmental Assessment



Non-profits operate in a changing environment. Issues are more complex and cut across more challenges and geography than ever before; however, this also creates opportunities for creative alliances. The private sector is increasingly motivated by market opportunities and emerging as a serious development actor. Technology is enabling a new generation of philanthropic donors.

Funding is changing, and there are new partnership opportunities on multiple levels. Many of the world's biggest challenges derive from the ongoing and gross inequity between the privileged in wealthy countries and the many billions struggling to improve their lives. Inequality within developed nations

is generating its own intense strains.

Global frameworks, such as the United Nations' Sustainable Development Goals, push governments, private sector and civil society to 'leave no one behind' and call for effective partnerships to achieve transformative change. In 2019, the World Health Organization's Global Action Plan for Universal Eye Health will come to an end and will be replaced by the World Report on Vision. This report will focus on comprehensive eye care, and the interaction between primary, secondary and tertiary level care.



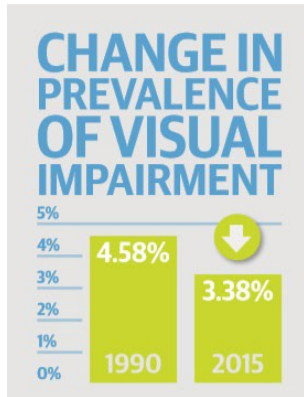
Orbis must remain aware of and adapt to geopolitical shifts that affect our markets – and the relationships with the governments that support and fund our work. In turn, this drives fundraising trends. Overseas development assistance is changing, private sector investment is increasing, and many markets face economic uncertainty. Inflation forecasts in our fundraising countries range from 0.3% to 5.4%, with GDP growth from 1.3% to 5.8%. Globally, fundraising is dominated by tighter regulatory frameworks, the emergence of social enterprises, and the urgency for non-profits to harness technology for fundraising.

In a digital age, we must harness the potential of technological innovation for capacity building. Organizations that can leverage technology to respond effectively to societal challenges are expected to build more resilient and responsive systems. Indeed, the 'prize' for non-profits seeking to use technology, in addition to digital fundraising and marketing, is to also explore ways that technology can be harnessed to deliver social impact via digital services from training to patient care and follow-up.

The relentless pace of technological change continues to advance and is even outpacing regulation which creates challenges and opportunities for communications. Our digital marketing and communications will need to continually evolve in order to keep up and leverage technology for our brand and fundraising, and to engage new and existing stakeholders.



Public trust in all global institutions (government, business, media and non-profits) is declining, though non-profits are still the most trusted. Against this backdrop, there are heightened expectations around non-profit governance, transparency and accountability. Non-profit leaders are working to build relationships of trust with the public to maintain influence. We must remain vigilant and set clear expectations for staff and partner behavior towards beneficiaries and volunteers. Keeping our integrity and brand above reproach is critical to maintaining public confidence, which means we must have relevant and updated duty of care and beneficiary protection policies, and procedures that are understood and embedded across the global organization.



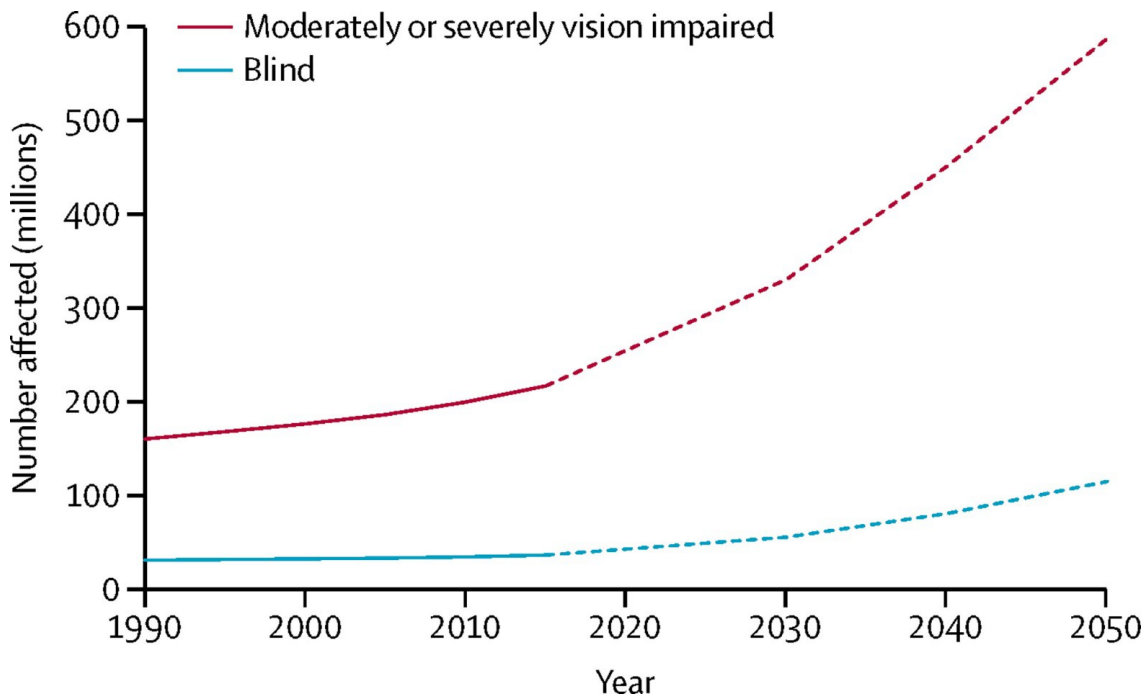
In the past 20 years much progress has been made in eye health. We can now show an impact of the Vision 2020 initiative. Standardized prevalence of visual impairment has fallen from 4.58% (range of 2.0-8.38% depending on region) in 1990 to 3.38% (range of 1.42-5.57% depending on region) in 2015. Absolute numbers are higher. Total population grew, and while the prevalence percentage declined, the raw numbers grew from 191 million visually impaired in 1990 to 253 million in 2015.

The main causes of blindness in 2015, remain cataract (35%) and uncorrected refractive errors (20%). However, the global population growth and aging of the world's population are outpacing the success we've achieved in addressing the avoidable blindness phenomenon. Projections show a tripling of visual impairment numbers by 2050. We also need to be aware of the increases in prevalence of

specific eye diseases like diabetic retinopathy and myopia.

Finally, challenges remain in infrastructure and health delivery systems. Specifically, there is still a shortage of ophthalmologists in emerging economies, and institutional efficiency and quality monitoring leave much room for improvement.

Blindness Projections



Mission, Vision & Values



The infographic is divided into three main sections. The top left section, titled 'OUR VISION', has a dark blue background and contains the text: 'To transform lives through the prevention and treatment of blindness.' The top right section, titled 'OUR MISSION', also has a dark blue background and contains the text: 'With our network of partners, we mentor, train and inspire local teams so they can save sight in their communities.' The bottom section, titled 'OUR VALUES', has a dark blue background and features five icons with corresponding labels: 'Caring' (atom symbol), 'Accountability' (circular arrows), 'Commitment' (handshake), 'Trust' (shield with checkmark), and 'Excellence' (trophy).

Orbis is an international non-profit that brings people together to fight avoidable blindness. Our updated mission and vision statements better align with our strategic focus and operational environment.

OUR VISION is clear: to transform lives so that no one has to face a lifetime of blindness that could be prevented.

OUR MISSION has purpose: We work closely with a network of partners, supporters, staff and sector leading volunteers to empower local communities with skills and resources necessary to fight blindness on their own. We work alongside local eye care teams to provide clinical training and guidance in order to build a long-term legacy of quality eye care for generations to come.

We build our networks on trust, competence and commitment. We seek to collaborate with corporate partners, fellow NGOs, local governments and health care institutions. We have made a promise to always strive for excellent, sustainable results that will suit our local partners' needs.

Our Values not only support our mission and vision but also shape our culture and reflect what we value at Orbis. They guide us as we grow and develop as an organization, and they help us create the future we want to experience. Whether it's strengthening the way we communicate with colleagues, bringing excellence to the work we deliver or gaining the trust of our partners through the programs we implement, our Values influence us every step of the way.

“Our vision reflects our deep caring for the communities we serve. We transform the lives of individuals, families and communities when we release someone from the grip of blindness. Our mission statement accurately states that most of our work is done with an Orbis network (partners, supporters and staff). Networks don't function unless there's a high degree of trust and commitment between the parties. Our partner hospitals, fellow NGOs and corporate partners know that we routinely meet or exceed our commitments. We're accountable. Finally, we make it clear that we produce excellent, sustainable results when local teams can save sight in their communities.” - Bob Ranck, 2018

How Orbis will Change the Way the World Sees: 2019 - 2021

We will invest in strengthening both what we're best at, and what's important in a changing world – **Clinical Training, Technology and Innovation** – so that we can fight more blindness in more communities. Orbis mentors, trains and inspires local teams to create sustainable solutions. With the burden of global blindness growing, and population growth outpacing the growth of ophthalmic care over time, it's critical that we ensure that every member of the eye care team has the most appropriate skills and technologies to prevent or treat blindness in their communities. All patients should have access to eye care, to referral networks or to telemedicine connections to help them secure diagnosis and treatment.

We will leverage our investment of resources to make specific contributions in the eye health and international development worlds. While we remain committed to our existing multi-year programs and projects, this three-year Global Strategy will emphasize:



The elimination of blinding trachoma in the Southern Nations, Nationalities and People's Regional State (SNNPRS), where we have an opportunity to scale up our work and eliminate the disease. Building on our investment and work over the past years, together with that of our NGO partners, focusing on our trachoma work provides Orbis with the ability to make significant impact in these three years. We will work towards the disease's elimination, which will also allow us to implement more basic eye care infrastructure in local communities.



Overcoming barriers to eye care for women and children. We recognize the disproportionate effects of blindness on women and children and will work to alleviate the unequal impact of blindness across communities. As an international development organization, we will develop a gender mainstreaming process over the next three years. We will adopt a formal policy and framework for gender and develop an organizational plan to address gender issues in all we do at Orbis.

Success in this plan will require that we strengthen our internal capacities, deepen our programmatic impact and strategically grow our brand and revenue. Orbis's organizational-wide goals for the 2019-2021 Global Strategic Plan align with our Mission and Vision and will lead us to grow and become a more efficient organization.

Our Goals:

1. Develop, implement and promote efficient and impactful models of comprehensive eye care.
2. Grow and diversify revenue.
3. Be recognized as the most trusted, inspiring partner in global ophthalmology.
4. Strengthen and streamline internal capacities and systems.

Goal 1: Develop, implement and promote efficient and impactful models of comprehensive eye care.

- *By the end of 2021, we will have scaled our work and expanded our impact with documented workable models that explain how we implement and measure comprehensive eye care.*

We will do this through the following lines of effort:

1.1 Leverage the convergence of technology and innovation to strengthen the content, coherency and delivery of all training and program implementation via Cybersight, the Flying Eye Hospital, Hospital-Based Training and long-term country programs.

- Expand fundamentals of ophthalmology blended learning courses and curricula.
- Design a training plan for all project partners/HReH initiatives that combines all platforms with measurable targets in knowledge improvements and skill competency.
- Deliver our long-term programs through our country offices using innovation in program design and quality improvement.

1.2 Develop and scale up referral networks in Low- and Middle-Income Countries.

- Produce revised high-quality documentation and tools for scalable, efficient, and sustainable referral networks.
- Develop innovative ways to screen, treat and refer at a community level.
- Integrate diabetic retinopathy screening at diabetes treatment sites.
- Develop the capacity to provide excellence of care throughout the eye health care pyramid (community, primary care, secondary eye care units and tertiary centers).
- Scale-up school screening to detect, treat and refer children in need of eye care services.

1.3 Eliminate Blinding Trachoma.

- Cover 100% of the endemic districts to progress towards elimination of blinding trachoma in Southern Nations, Nationalities and People's Regional State (SNNPRS) in Ethiopia by 2019, to ensure that progress towards blindness is halted.
- Raise funds to cover 100% of SNNPRS through strategic partnerships and a global campaign to eliminate trachoma.
- Replicate best practices for trachoma elimination in other areas affected by trachoma.

1.4 Design and implement programs that address gender inequities and overcome barriers to eye care for all.

- Employ gender responsive program strategies to all new projects and to existing portfolios where applicable.

1.5 Use operational research to create a robust evidence base and document and publish preferred practices.

- Develop country team capacity for research and best practices development. Regularly produce documented models and experiences in programmatic areas that are successfully accepted for peer-reviewed journals and congresses in line with Orbis's targets.
- Promote our working models through conferences, industry fora and specialist media.

Goal 2: Grow and diversify revenue

- *By the end of 2021, we will have diversified both cash revenue streams and Gift In Kind support, and will be ready to commence a global campaign in 2022.*

We will do this through the following lines of effort:

2.1 Increase restricted funding.

- Strengthen existing processes to achieve dollar targets.

2.2 Increase major gifts.

- Globally grow capacity for philanthropic giving.
- Build a pipeline of high-value individual donors who provide a significantly increased percentage of revenue.

2.3 Increase revenue from digital fundraising.

- Acquire new donors through digital channels.
- Engage online support.

2.4 Explore and develop new fundraising markets.

- Begin brand building efforts in high priority, defined new markets.
- Invest in opportune markets.

2.5 Diversify Gift In Kind (GIK).

- Analyze opportunities for GIK across the whole organization.
- Enrich and grow current GIK relationships.

Goal 3: Be recognized as the most trusted, inspiring partner in global ophthalmology

- *By the end of 2021, we will be recognized as a global brand that has made a tangible impact in ophthalmic education and training and referral networks – recognized as having “Changed the way the world sees.”*

We will do this through the following lines of effort:

3.1 Promote Orbis thought leadership and brand recognition in our 4 target sectors: ophthalmology, aviation, health care and technology.

- Identify and develop thought leadership platforms and opportunities to engage senior leaders, partners, and other third parties.
- Publish research so that funders and partners see Orbis as a sound research organization that is worthy of support now and in the future.

3.2 Amplify our voice to strengthen all we do with a brand that is known, trusted and inspiring.

- Create and promote owned, earned and branded initiatives for recognition in our four key sectors, including the launch of one global brand campaign.
- Enhance recognition of Orbis’s training/medical education and programmatic work through promotion and publicity using tailored publications, presentations and other materials.

3.3 Leverage Vision 2020 to promote Orbis’s mission.

- Develop themes and align messaging and marketing campaigns with WHO initiatives.
- Conduct a global series of events to celebrate Orbis’s impact.

Goal 4: Strengthen and streamline internal capacities and systems

- *By the end of 2021, our streamlined internal tools will enrich our credibility and partner relationships while supporting our core Orbis values.*

We will do this through the following lines of effort:

4.1 Meaningfully integrate HR into organizational plans.

- Attract, retain, develop high quality staff.
- Promote organizational diversity.

4.2 Efficiently and effectively integrate technology into daily practices.

- Scale and automate appropriate systems.
- Develop and adopt a 'digital first' approach across the whole organization.

4.3 Develop and implement efficiency standards and metrics (i.e. Charity Navigator and other industry standards).

- Establish and monitor organizational KPIs to strengthen informed decision making.

4.4 Strengthen organizational compliance.

- Ensure programmatic activity is compliant with laws, accreditation and other regulations.
- Ensure all policies are reviewed on a scheduled basis. Disseminate and train on Orbis's Standards of Conduct annually.
- Adequately memorialize all program relationships.

4.5 Mitigate organizational risk exposure.

- Finalize the Security Management Framework, including risk and crisis management, and disseminate and train across the enterprise. Complete the Current State Analysis of Orbis and build in growth implications.
- Ensure Duty of Care meets the highest standards, allows for scaling with organizational growth, and become a thought leader for the NGO community.
- Ensure Orbis's beneficiaries are protected through safeguarding policies and training.

Long Range Forecast

Significant work has been done to build long range revenue projections, and a long-range forecast to cover the period of this strategic plan. This covers Orbis International, all branches and all affiliates.

Notes:

- Priority: Maintain existing staffing
- Priority: Maintain existing multi-year program/project commitments
- Continue trachoma projects until a globally acceptable prevalence rate has been achieved
- Flying Eye Hospital increase of 3 program weeks in 2021
- Maintain unrestricted program project spending at 2019 level
- Changes in current institutional donors' priorities will lead us to build a network of new restricted donors and build investment models for growth. Restricted revenue figures here represent committed funding, plus additional target of \$100k in 2020 and \$2m in 2021.
- Strategic Plan implementation through reprioritization of existing cost structure through 2021, \$2.8 M available for new initiatives in 2022. Transformational (new) technology is not included in the LRF.

\$m	2019	2020	2021
	Projected	Projected	Projected
Unrestricted Revenue	41.7	43.3	46.0
Restricted Revenue	8.1	11.0	11.0
Total Cash Revenue	49.8	54.3	57.0
Kids' Sight Reserve	2.0	1.5	1.0
Gift in Kind	230.0	230.0	162.0
Total Revenue	281.8	285.8	220.0
Program Expense – Cash	30.3	32.8	33.5
Program Expense – GIK	229.7	230.0	162.7
Total Program Expense	260.0	262.8	196.2
Fund Raising Expense	11.6	12.0	12.5
Management Expense	7.3	8.1	8.4
Depreciation	1.9	1.9	1.9
Total Expense	280.8	284.8	219.0
Surplus	1.0	1.0	1.0
Cash Reserves	15.5	18.3	21.1

Organizational Risk Analysis

POLITICAL

By definition, Orbis works in countries and regions that are prone to government instability. This instability could postpone or cancel programs. Orbis has increased staffing to be consistently aware of geopolitical shifts that affect our markets, and to the relationships with governments that support and fund our work.

FINANCIAL

In any organization, there is potential for internal finance department policies to be applied incorrectly because of disparate offices. Orbis has put in place revised global policies and will continue to train all staff.

FUNDRAISING

The donor landscape has experienced sudden shifts in recent months and years, largely due to findings of inappropriate activity of staff at several INGOs and the subsequent donor reaction. There is also increased competition in the space. Furthermore, there has been a change in government overseas development assistance, with an increase in private sector investment. Other risks are market-specific: there is a lack of qualified fund raisers in certain markets; and many markets in which Orbis operates continue to face economic uncertainty. The strategic plan anticipates this challenging environment with targeted and tailored development strategies.

INFORMATION TECHNOLOGY

Data protection and cybersecurity have risen to the top as a concern for organizations worldwide, and Orbis is no exception. Orbis continues to conduct assessments of its IT infrastructure at all offices, conduct penetration tests and perform IT assessments. A robust cybersecurity policy has been enacted and implemented globally.

In addition, the relentless pace of technological change even outpaces regulatory change. This plan focuses on 'Technology and Innovation' in order to strengthen Orbis's ability to create opportunities to leverage its brand and fund-raising opportunities, as well as new and existing stake holders.

PROGRAM IMPLEMENTATION

Population growth is outpacing the growth of ophthalmic care. This plan focuses on Clinical Training and our efforts to scale up our programs in order to strengthen ophthalmic teams across the world to contribute to our mission and vision.

Recently, staff at several INGOs have been found to engage in inappropriate activity with respect to their beneficiaries. Safeguarding of our beneficiaries is of fundamental importance to Orbis and we will continue to train our staff on our robust Child Protection Policy and Policy Against Abuse and Exploitation of Beneficiaries.

LEGAL

Orbis operates globally and is subject to a myriad of legal and regulatory frameworks. We continue to review our legal structure to ensure we are compliant with all laws.