The next page shows the “logic model” that underlies the ICO strategic plan. A logic model is a visual way to present the underlying theory of change of how ICO’s strategies, programs, and activities will respond to the identified need to produce desired results – outcomes and impact.

At the strategic planning session in Beirut, led by consultant Tim Lannan, participants first evaluated the current and future environment for the ICO. This included a “Situation Statement” that describes the critical issue to be addressed by the organization, an assessment and definition of assumptions regarding the internal (within ICO) and external environments, and analysis of the needs of key constituents: ICO members and other society leaders, ophthalmic educators and individual ophthalmologists. The conclusions of this evaluation are reported in the separate “Situation Analysis” document.

That evaluation provided perspective for defining:
- The broad, long-term impact or ultimate outcomes that the ICO wants to achieve (see the right hand column on the next page).
- Mid-term and short-term outcomes (second and third columns from the right) that lead to the long-term impact.
- Outputs, or specific products, programs or services that would be created through work on the strategies.
- Broad strategies ICO will undertake to produce outputs and achieve outcomes.
- The inputs or resources that will be required to implement the strategies and produce the outputs.

Reading the logic model means following a chain of reasoning that makes the connections explicit:
- If needed resources are available, then you can use them to advance strategies.
- If those strategies are successful, then you will have delivered the products or services that you planned (outputs).
- If you have produced the outputs, then individuals, organizations, communities, or systems will have changed (outcomes and impact).

The chart on the next page shows the specific inputs, strategies, outputs and outcomes and impacts defined in Beirut, the logic model for the strategic plan.

(For more on the use of logic models, see http://www.wkkf.org/knowledge-center/resources/2010/Logic-Model-Development-Guide.aspx )
**Inputs/Resources**

- Committed, active, dues-paying members (national, and subspecialty) and allied supranational societies.
- Committed volunteer leaders (Board, Advisory, committee) with a diversity of perspectives and backgrounds, knowledge, expertise, and networks.
- Planned leadership development and succession.
- Governance structures and processes that ensure appropriate rotation and diversity as well as necessary talent.
- Committed staff who have the skills, expertise, and experience to do the work.
- Partners – other professional eye care societies, NGOs, and corporations committed to eye health.
- Funding, donations, and revenue to ensure organizational stability and sustainability.
- Rolling three-year budget informed by annual assessment of all programs.
- Strategic, operating, and program plans.
- Effective, efficient systems, processes, procedures, and technology for financial management, communications, data management, etc.

**Strategies**

- Provide an integrated continuum of ophthalmic training and professional development programs and supplementary resources that meet identified needs of educators, society leaders and individual eye care professionals.
- Strengthen relationships with and among ICO members and help them become more effective organizations.
- Develop future leaders of international ophthalmology.
- Foster community ophthalmology.
- Document the need for and benefits of eye care and ophthalmology.
- Create partnerships with and among professional eye care societies, NGOs, corporations, and other entities to increase support for eye health.
- Advocate for ophthalmology as a profession and provide advocacy training, resources and support to member societies and their national advocates.
- Build a strong organization with the capacity to effectively advance ICO’s mission and priorities.

**Outputs**

- Education and training programs to enhance eye care skills of residents, subspecialists, and practicing ophthalmologists, as well as medical students and allied professionals.
- Regular, transparent, two-way communications and interactions with member societies and their leadership.
- Leadership training and resources to develop future society and ICO leaders.
- Standards for qualifications for and definition of ophthalmologists and community ophthalmology.
- Centralized, easily accessible databases with data on need for and benefits of eye care and ophthalmology; members’ best practices; standards, guidelines, models; etc.
- Advocacy training and resources for national advocates.
- Models, resources, and workshops for rapid assessment data collection and analysis.
- Partnerships and strategic collaborations with other organizations and entities.

**Short-term outcomes**

- Ophthalmologists, allied health professionals, and eye care teams have the skills, knowledge, experience, professionalism, and credentials to provide high-quality eye care that meets community eye health needs.
- Those trained by ICO are training others, using modern teaching and learning theory and methods.
- Leadership training and resources to develop future society and ICO leaders.
- Standards for qualifications for and definition of ophthalmologists and community ophthalmology.
- Centralized, easily accessible databases with data on need for and benefits of eye care and ophthalmology; members’ best practices; standards, guidelines, models; etc.
- Advocacy training and resources for national advocates.
- Models, resources, and workshops for rapid assessment data collection and analysis.
- Partnerships and strategic collaborations with other organizations and entities.

**Mid-term outcomes**

- Supranational, national, and subspecialty societies provide a wide range of educational and professional development programs for their members, including advocacy and leadership training as well as medical.
- Ophthalmologists assume leadership roles at NGOs and other organizations and entities committed to eye health.
- Eye health and eye care services are tailored to the unique needs of each community.
- Community ophthalmology is integrated into ophthalmic curricula, training and continuing education.
- National societies and national advocates have the skills, resources, networks, and support needed to influence their country policies.
- Member societies and their advocates have the data to make an evidence-based case for making eye care and ophthalmology more available and accessible.

**Impact (Long-term outcomes)**

- No one is needlessly blind or visually impaired.
- A sufficient number of well-trained ophthalmologists, subspecialists in ophthalmology, and allied health personnel work together to provide quality eye care to all who need it.
- Ophthalmology and eye care are valued, integral parts of health systems.
- Preventive as well as curative eye health services are easily accessible, affordable, and available to all.
- Decision-makers and the general public understand the importance of ophthalmology and eye care and the connection to public health.