

## LOGIC MODEL, 2011 – 2015 INTERNATIONAL COUNCIL OF OPHTHALMOLOGY STRATEGIC PLAN

---

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	STRATEGIES	OUTPUTS	SHORT-TERM OUTCOMES	MID-TERM OUTCOMES	IMPACT (LONG-TERM OUTCOMES)
Committed, active, dues-paying members (national, and subspecialty) and allied supranational societies.	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.	Education and training programs to enhance eye care skills of residents, subspecialists, and practicing ophthalmologists, as well as medical students and allied professionals.	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.	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.	No one is needlessly blind or visually impaired.
Committed volunteer leaders (Board, Advisory, committee) with a diversity of perspectives and backgrounds, knowledge, expertise, and networks.	Strengthen relationships with and among ICO members and help them become more effective organizations.	Regular, transparent, two-way communications and interactions with member societies and their leadership	Those trained by ICO are training others, using modern teaching and learning theory and methods.	Ophthalmologists assume leadership roles at NGOs and other organizations and entities committed to eye health.	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.
Planned leadership development and succession.	Develop future leaders of international ophthalmology.	Leadership training and resources to develop future society and ICO leaders.	Strong supranational, national, and subspecialty ophthalmologic societies are actively involved and participate in ICO activities, share best practices, models, expertise, and experience with each other, and provide leadership in meeting the public need for eye care.	Eye health and eye care services are tailored to the unique needs of each community.	Ophthalmology and eye care are valued, integral parts of health systems.
Governance structures and processes that ensure appropriate rotation and diversity as well as necessary talent.	Foster community ophthalmology.	Standards for qualifications for and definition of ophthalmologists and community ophthalmology.	Community ophthalmology is integrated into ophthalmic curricula, training and continuing education	Positive government policies ensure adequate support, funding, and resources for ophthalmology and eye care.	Preventive as well as curative eye health services are easily accessible, affordable, and available to all.
Committed staff who have the skills, expertise, and experience to do the work.	Document the need for and benefits of eye care and ophthalmology.	Centralized, easily accessible databases with data on need for and benefits of eye care and ophthalmology; members' best practices; standards, guidelines, models; etc.	National societies and national advocates have the skills, resources, networks, and support needed to influence their country policies.	NGOs, corporations, and other groups increase funding, support, and resources committed to eye health.	
Partners – other professional eye care societies, NGOs, and corporations committed to eye health.	Create partnerships with and among professional eye care societies, NGOs, corporations, and other entities to increase support for eye health.	Advocacy training and resources for national advocates.	Member societies and their advocates have the data to make an evidence-based case for making eye care and ophthalmology more available and accessible.	Decision-makers and the general public understand the importance of ophthalmology and eye care and the connection to public health.	
Funding, donations, and revenue to ensure organizational stability and sustainability.	Advocate for ophthalmology as a profession and provide advocacy training, resources and support to member societies and their national advocates.	Models, resources, and workshops for rapid assessment data collection and analysis.			
Rolling three-year budget informed by annual assessment of all programs.	Build a strong organization with the capacity to effectively advance ICO's mission and priorities.	Partnerships and strategic collaborations with other organizations and entities.			
Strategic, operating, and program plans					
Effective, efficient systems, processes, procedures, and technology for financial management, communications, data management, etc.					