



including
everybody



Strategic framework 2021-2024

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Introduction

We are SeeYou

We are SeeYou Foundation, formerly known as *Light for the World Netherlands*. Since 1982, we have been committed to supporting people with (visual) disabilities in Africa and Asia.

In this document we explain our strategic choices for 2021-2024, which will guide us in achieving our goals and desires.

We consider this strategy plan to be a living document. We place a high importance on learning from our progress. Therefore, this strategy will be reviewed annually and adjusted where needed.

SeeYou's identity

History

SeeYou was founded in 1982 as *Dark & Light Blind Care* by eye doctor Martien Cozijnsen and his wife Jenny. They wished to show the love of Christ through concrete action. Their motivation to initiate *Dark & Light* was reflected in the Bible verse:

**'Truly I tell you,
whatever you
do for one of the
least of these
brothers and
sisters of mine,
you do for Me.'**

Matthew 25:40

To this day, this remains the basis for the work of our organisation.

What drives us

People with a (visual) impairment in low- and middle income countries are among the most marginalised groups in society. They are frequently not seen, lack access to healthcare,

education, jobs and livelihoods, and often live in extreme poverty. This touches us deeply. It drives us to work towards tangible improvement in the lives of persons with disabilities. We want to ensure that their basic needs are met, that their rights are respected, and that they are included in their communities and society as a whole.

Values

We believe every human being is precious and valuable, created by God. We strive to ensure that every person feels seen and is fully included in society, so that they can fulfil their potential regardless of their background, gender, religion, age or disability.

We see our values reflected in the Bible, as well as represented in the United Nations' Convention on the Rights of Persons with Disabilities (UNCRPD) and the Sustainable Development Goals (SDGs).

We believe that...

...all people are valuable, created by God.

Therefore, persons with disabilities are at the centre of the work we do, at all levels of our organisation.

...diversity is part of God's creation; a society can only come to its full potential if everyone is included.

Therefore, we consider persons with disabilities as full members of society. We aim to ensure that they participate equally and fully in society and that their perspective is taken into account.

...we are called to love our neighbours and to do justice.

Therefore, we will empower persons with disabilities to speak out about situations in which they experience injustice. We ourselves will amplify their voice wherever we can, to rectify situations of injustice, in the Netherlands as well as in the countries where we work.



Vision and Mission

We believe...

...that every human being is precious and valuable.

Persons with disabilities living in poverty are amongst the most excluded groups in society. They are at the centre of SeeYou's work and drive the change we envision to achieve.

We want to achieve...

...equal access to (eye) care, education and livelihood.

Vision

Our vision is to contribute to a world in which persons with a visual impairment and other disabilities are seen, respected, and fully exercise their rights.

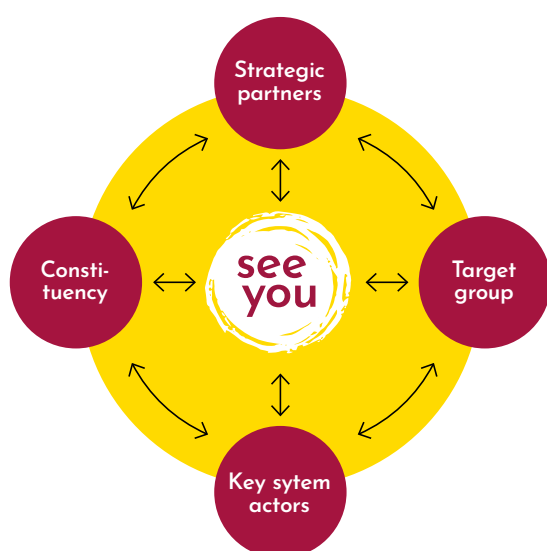
We work for...

...children and adults with a visual impairment and other disabilities, their caregivers and communities.

Mission

Our mission is to achieve equal access to eye care, health care, education and livelihood for persons with disabilities.

SeeYou's role



SeeYou perceives its role as that of a **catalyst of change**.

We work on solutions for persons with disabilities in the South on behalf of our supporters in the Netherlands, in close collaboration with strategic partners in the South and internationally. SeeYou's role as a catalyst is:

- to build bridges for example between Organisations of Persons with Disabilities (OPD's), local partners, (I)NGO's and donors in the South and the Netherlands, with focus on inclusive eye health, disability-inclusive development and disability rights;
- to mobilise resources from our constituency and use these resources to leverage increased investment by system actors;
- to be a knowledge broker, facilitate access to expertise and develop tools to enhance the capacity of our partners to bring about change in the South and the Netherlands;
- to share experience, raise awareness and to connect our constituency with our work in the South.



Strategic approach

Principles informing our work



Putting our values central to our programme design, approach to fundraising and communication and organisational culture.



Ensuring that people at risk of and affected by visual impairment are at the heart of our work, and that persons with disabilities are central to the work we do at all levels of our organisation.



Enabling the greatest impact possible on the lives of persons with disabilities within our geographical focus areas, with the available resources.



Being a catalyst of change by acting as a connector of expertise, tools and resources.



Working with and through strategic partnerships in the South and in the Netherlands, on the basis of equality.



Working with donors as strategic partners.

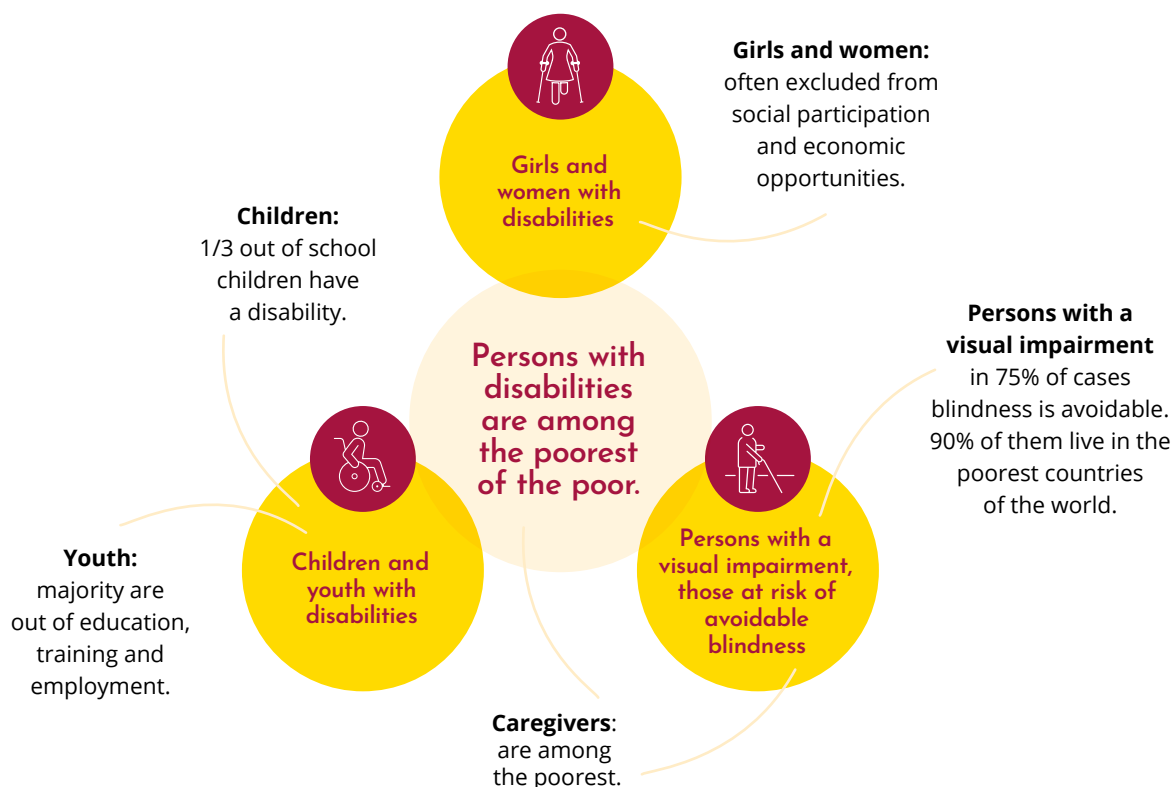


Who we want to reach and include

SeeYou focuses on persons with disabilities in low- and middle income countries. This is informed by enriched evidence across the international development sector. It shows that poverty is both a cause and consequence of disability. Persons with disabilities comprise

20% of the world's poorest people, and are at high risk of being excluded. To effectively invest our resources, we will particularly focus on persons with a visual impairment, those at risk of avoidable blindness, children and women with disabilities.

The intersectionality between gender, age and disability forms an integral part of the design, delivery and monitoring of our programmes.



Where we work

In 2021-2024 SeeYou will work in several countries across Asia and Africa, where SeeYou has a strong track record of successful programmes, resulting from long-standing partnership and strong networks.

In Ethiopia, Rwanda and Cambodia we will invest most of our resources to establish comprehensive programmes on inclusive eye health, disability-inclusive development and disability rights. In addition, in Uganda, Sudan, South Sudan and

Indonesia, we will collaborate with local and international partners to make development programmes inclusive for persons with disabilities.



Philosophy of change

The change SeeYou wants to achieve in 2021-2024 is that persons with disabilities experience a sustainable improvement in their quality of life through increased and equitable access to services, resources and participation. We also want to ensure the risk factors that contribute to avoidable blindness, exclusion and marginalisation of persons with disabilities are minimised or eliminated.



Support persons with disabilities in (eye) health, education and livelihood.

Empower them, their OPD's and communities to address and remove barriers.

Strengthen systems on eye health and disability inclusion.

Achieve positive structural change in attitudes and behaviours towards persons with disabilities.

Persons with disabilities experience a sustainable improvement of their lives through increased and equitable access to services, resources and participation.

Pathway of change

To bring our philosophy of change into practice, SeeYou has defined the following pathways of change:



Within this pathway of change we make the following key assumptions:

1. SeeYou Foundation will invest in three thematic areas: Disability Rights, Disability Inclusive Development and Eye Health.
2. As a result of this investment, change will happen within three domains: the individual, community and system.
3. The change in these three domains will lead to a positive and structural change in attitude and behaviour of the key stakeholders within these domains, towards the rights of persons with disabilities.
4. Empowerment of persons with disabilities and their caregivers, improved respect for the rights of persons with disabilities and subsequent investment of key stakeholders in realising these rights, would ultimately lead to persons with disabilities experiencing improved quality of life.
5. The pathway of change is being implemented in seven countries in Africa and Asia, and in the Netherlands (through awareness raising and advocacy).

Thematic areas

SeeYou has defined the following as programmatic interventions under each thematic area.

Inclusive Eye Health

Our strategic objective:

we contribute to improving access to quality and affordable continuum of eye health services, particularly for those at risk of avoidable blindness.

Our approach:

a continuum of care in eye health. Within SeeYou, a continuum of care in inclusive and comprehensive eye health includes:

- Awareness and prevention to reduce the number of people developing eye conditions.
- Supporting the infrastructure of qualitative eye health service

delivery and referral for functional eye health services.

- Rehabilitation, and the availability and use of assistive devices.
- Advocacy, awareness raising and policy influencing to promote comprehensive eye health.

Our interventions:

SeeYou will focus on a continuum of care in eye health through the following interventions:

- Working with local partners and communities to promote good eye health behaviour through education and communication.

- Supporting our local partners in delivering quality and affordable eye health services.
- Working with and support eye health stakeholders to strengthen eye health systems, including but not limited to eye health infrastructure, equipment and human resource development.
- Working with OPDs, particularly the Union of the Blind and other partners to lobby for and advocate for increased resources and integration of eye health services into primary healthcare.

Disability-Inclusive Development

Our strategic objective:

we contribute to improving access to public goods and services for persons with disabilities on equal basis with others.

Our approach:

Community Based Inclusive Development (CBID). CBID is an essential contribution to SeeYou's strategic objectives and helps the organisation to realise the CRPD and SDG's. CBID is people centred, community driven, and human rights based. This approach brings change in the lives of persons with disabilities at community level, working with and through local groups and institutions.

Our interventions:

within this thematic area we focus on the following specific interventions with and through our local partners:

- **Inclusive education** - that children with disabilities are included in

education, and that the accessibility of educational infrastructure and the provision of reasonable accommodation are ensured.

- **Accessible health services** - that health facilities have accessible buildings, information and equipment as well as appropriately trained health care providers. Comprehensive early assessment is conducted, and identification and referral systems are in place.
- **Decent work and income** - that persons with disabilities have access to vocational training, skills development and other employment-support programmes funded by governments and other stakeholder. Decent work opportunities in the rural and informal economies, where persons with disabilities frequently seek their livelihoods, is improved.

Humanitarian Aid:

SeeYou will strengthen the capacity of local partners on disaster preparedness, and disability- inclusive disaster response. We will directly support emergency responses in our focus countries, if our local partners have the capacity to provide disability-inclusive humanitarian aid. We explore strategic partnerships with humanitarian (I)NGO's.

Disability Mainstreaming:

together with our local partners we provide mainstream organisations with guidance, tools and resources to enhance disability inclusion in their projects, programmes and organisations. We believe that we can include persons with disabilities in mainstream programmes with minimal adaptations and investments but with the right knowledge and sufficient skills.

Disability Rights

Our strategic objective:

we contribute to empowering persons with disabilities and strengthening their representative organisations (OPDs) to ensure they know their rights, are able to claim those rights and have the tools and confidence to effectively advocate for their needs.

Our approach:

capacity building for lobby & advocacy. OPDs play a critical role in the realisation of persons with disabilities rights to accessible public goods and services. SeeYou's local partners in

partnership with other key strategic partners will undertake to build the capacity of OPDs in our focus countries. To empower them and identify and address the critical governance issues around access to (eye) health, education, work & income and food security.

Our interventions:

in collaboration with our local partners, we will focus on the following interventions:

- Support OPDs to create awareness on disability rights among persons

with disability and the general public.

- Strengthen OPDs to advocate for disability rights and contribute to structural change in policies, guidelines, laws and systems of (local) governments, (I)NGOs and other service providers.
- Engage with international organisations in the Netherlands to influence global disability rights frameworks and support the realisation of inclusive SDGs.

How we measure change

We will measure our progress around three programmatic levels:

- **Reach:** this will aim at the quantitative number of persons with a disability, OPDs, organisations our project, programmes in the countries and Netherlands reached.
- **Impact:** this will aim the qualitative changes made in the lives of persons with disabilities but also whether OPDs are better positioned

to participate, influence and make changes, and to evaluate if organisations, governments and policies are more inclusive.

- **Resources:** both financial and non-financial, are formulated to reflect on our own organizational input to achieve our strategic ambitions. It involves qualitative as well as quantitative data on funding, partnerships and expertise of SeeYou Foundation.

We will develop a comprehensive and adaptive monitoring and evaluation system to track progress across the three thematic areas. For the purposes of learning, we will develop a comprehensive learning agenda in each thematic area in close collaboration with our partner organisations in Africa, Asia and the Netherlands.



Partnership approach

The main principles that underline SeeYou's strategic partnerships are reciprocity, complementarity and shared goals and values.

To successfully deliver on the 2021-2024 strategic ambitions, SeeYou will deepen its engagement with local partners in Africa and Asia and promote learning and resource mobilisation beyond working through projects. Therefore, SeeYou will enter into formal partnerships with specific organisations that have knowledge, expertise, and capacity to support design and implementation of each thematic area on a strategic level. In order to strengthen and empower thematic partners in their role, we will invest in capacity building. In addition, SeeYou will actively seek to partner and work with faith-based organisations.

Local partnerships will help SeeYou to drive:

stronger accountability for the design and delivery of projects within the thematic areas;

greater responsiveness to emerging thematic issues at the country level;

better coordination with SeeYou, local implementing partners, donors and other relevant stakeholders;

meaningful connections between communities in the Netherlands and the South.

Internationally and in the Netherlands, SeeYou will collaborate with organisations in three ways:

by delivering a joint programme;

by leveraging specific expertise, for example on eye health;

by building the capacity of these organisation to become more disability inclusive.



Our donors and contributors

SeeYou wants to be *the* link between donors and contributors in the Netherlands and programs for inclusive eye health and disability-inclusive development in the South. We want to be seen as a reliable organisation, connecting donors, partners and persons with disabilities.

In our approach, we will focus on the Christian community in the Netherlands. Donors and contributors are the life line of the organisation. We consider them as partners in our joint mission to improve the quality of life of persons with disabilities.

Communication with our constituency

Our aim is to create active involvement of an increasing number of active donors and contributors, based on shared values.

We will focus on personalized communication, by investing time in personal contact and developing tailor-made digital communication. We will develop packages for families, schools, churches and companies to enlarge awareness on the importance of eyecare and disability-inclusive development in Africa and Asia.

In our communication, people with disabilities will be positioned as agents of change. The contribution we make towards improving the lives of persons with disabilities will be reflected in our communication.

Resource mobilisation

Our objective is to secure necessary funds in 2021-2024 to deliver on the strategic objectives defined across the three programmatic areas. While SeeYou will continue to rely on the

general support from its traditional donors (individual and major donors), broadening the basis of resource mobilization will remain at the centre of our strategy. Our ambition is to increase our annual growth in own income by 5%, and to attract new institutional donors.

To achieve growth in our fundraising, we will approach donors as partners and invest in long term partnerships with donors. We will develop cross media-campaigns, and continuously test methods. For growth in institutional funding, we will focus on upscaling of successful programmes and consortium-collaboration.



Our organisation

We want to make SeeYou future proof by investing in human resources and operational standards.

Human resources

SeeYou wants to be a reliable, inclusive and a pleasant organisation to work for. Therefore, we will provide a work environment which supports people to acquire new skills and develop their full potential. To improve the effectiveness of the team, SeeYou will set-up a pool of experts to support with programme implementation if needed. We will also invest in improving the capacity of our volunteers in the Netherlands, by increasing their numbers and strengthening their skills.

Safeguarding

SeeYou has developed a safeguarding policy that defines how we will protect our target groups and how we address cases of misuse of funds, harm, abuse, neglect and exploitation. SeeYou commits to embedding safeguarding in all of our work, through the three pillars of prevention, reporting (through a complaints mechanism) and response.

Systems

SeeYou will have systems (IT, work procedures, quality systems) in place that supports our primary processes. Collecting, analysing and sharing data to steer and evaluate projects and campaigns, during and after

implementation, will be key. We will continue to work as a CBF and ISO (Partos 9001) certified organisation.

Finance and control

SeeYou will invest 85% of our financial resources in our programmatic work, including capacity building, monitoring and learning as well as advocacy and awareness raising in the Netherlands. The remaining 15% of our financial resources will cover the organisational administration, office cost and fundraising cost in the Netherlands.



