



Strategy 2030

Our Purpose:

RIIO exists to support and positively influence eye care education, service delivery and research to transform our trainees and our communities.



Our Values and Behaviours

- Commitment to excellence • Equity • Embracing technologies • Integrity

Our Strengths

- We evolve constantly • We are attentive to innovation • We adapt rapidly.

Our History and Founding Principles

RIO was established in 2011 to enhance eye health education, provide technical advice and support delivery of ophthalmic services and promote eye health in Rwanda and the Region. The two founding principles of providing home grown solutions that sustain academic excellence, and to deliver the highest quality of eye services aimed at addressing real problems will continue to inform our ethos in the days to come.

This strategic plan is a collaborative effort that is both a product of our past growth as well as a guide to future growth and evolution. It outlines everything we are going to do - our outcome-oriented priorities for the next 7 years. We will measure our performance against the plan, and every year we will revisit it to ensure it remains aligned with the reality of the day while making amendments to our journey as needed.

Our Purpose

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Our Vision

A world where eye health is understood, valued, and preserved by all and for all.

Our Mission

To be a top influencer in eye care delivery and education, recognised for radical and critically thought projects that integrate innovation, research, and enterprise for the long-term benefit of Rwanda and the Region.

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Strategic Priorities

Strategic Priority 1: Deliver education programs at scale while ensuring that our trainees unlock their full potential to contribute with professional excellence in improving eye care services in Rwanda and beyond.

Rationale: As an education institution we want to touch the lives of our trainees by giving them the best education that we can offer, so that all students regardless of background will be able to become successful, competent, and confident practitioners. We will leverage on education technology that helps us to understand the needs, infrastructure, and capacity of our systems, and match interventions to our trainees' needs. Professionalism is a powerful quality. We will support our trainees to become professionals who consistently achieve high standards, both in the work they do and the way they behave.

OBJECTIVES	INDICATORS
1.1. To graduate ophthalmologists who are skill ready and competent for the workplace	1.1.1. # of trainees joining and successfully progressing each year 1.1.2. # of RIIO trainees graduating and entering the job market
1.2. To develop new training initiatives, where there is a demonstrated need to better support other cadres in training	1.2.1. # of new training programs developed 1.2.2. # of other cadres trained at RIIO
1.3. To enhance the academic experience and social environment at RIIO	1.3.1. # of new student welfare programs 1.3.2. # of enhanced academic initiatives 1.3.3. # of faculty with new skills recruited 1.3.4. # of infrastructure improvements at RIIO
1.4. To improve ourselves as educators through faculty professional development sessions, specifically in the areas of research, grant acquisition, pedagogy, and the uses of technology in research and instruction.	1.4.1. Level of adherence to COECSA training standards by faculty 1.4.2. # of faculty attending professional development courses per year 1.4.3. Description of courses faculty have attended to improve themselves
1.5. To provide world-class external opportunities to members of the RIIO academic community, thereby widening our community beyond our physical location	1.5.1. # of external opportunities where members of the RIIO trainees, staff or faculty are engaged
1.6. To embed professionalism in our organisation, trainees, and trainers	1.6.1. # of courses specific to professionalism taught per year 1.6.2. Multisource evaluations of trainees and faculty

Strategic Priority 1



Strategic Priority 2

Strategic Priority 2: Transform Innovative ideas into eye care projects that benefit the communities in which we work.

Rationale: We believe that everyone on our team must be a part of cultivating innovation around the clock. In order to be relevant, we will strive to either convert our own ideas or participate in converting someone else’s evidence based ideas into a reality. We will encourage and embrace the entrepreneurial attitude in the team as a requirement to cultivate growth and opportunity for our organization to produce programs that make attainment of good eye health easier for the communities, we serve

OBJECTIVES	INDICATORS
2.1 To participate in a minimum of 2 (4) community eye care programs per year	2.1.1 # of community programs that RIIO participates in per year 2.1.2 Description of RIIO’s role in community activities where there is RIIO participation
2.2 Enable a better-informed public that values eye health	2.2.1 # of public engagement activities that we participate in per year
2.3 Use our expertise and convening power to develop trusted policy advice documents to governments, industry, and healthcare on issues in eye health that demand an authoritative voice.	2.3.1 # of policy advice opportunities that we are engaged in 2.3.2 # of policy advice documents developed



Strategic Priority 3: Generate strong locally relevant evidence to positively influence and empower our patients and partners in personal, program and policy decision making and embed technology to facilitate this

Rationale: It is essential and good practice to consciously use reliable information for effective management and decision-making. We will seek to understand what should be measured and monitored to efficiently manage our programmes. Our systems should be designed to capture data as part of workflows and to use technology to improve how we capture and measure information. We will use our own clinical expertise to generate evidence but also use the best available external evidence to guide our decisions and advocate as necessary

OBJECTIVES	INDICATORS
<p>3.1 To ensure that all students, faculty, and staff at RIIO are provided with the technological resources and innovative technological solutions required to meet the fast changing and increasingly complex instructional, research and administrative needs.</p>	<p>3.1.1 # of initiatives that incorporate modern technology or technology in a new way in teaching, administration, and clinical services</p> <p>3.1.2 # of new technological devices obtained.</p> <p>3.1.3 # of new pedagogical techniques initiated.</p>
<p>3.2 To use internal and external evidence to become a trusted independent advisor on eye care matters</p>	<p>3.2.1 # of new standards / guidelines adopted and/or implemented by RIIO or where RIIO is included</p> <p>3.2.2 # of platforms and instances of local or international decision making where RIIO is included</p> <p>3.2.3 # of initiatives to disseminate new evidence-based information that RIIO is engaged in</p>
<p>3.3 Generate our own evidence to inform our activities and decisions</p>	<p>3.3.1 # of initiatives (e.g., thesis, research projects) that generate evidence to inform eye care</p> <p>3.3.2 # of initiatives that promote the circulation of new evidence or information generated by our trainees or staff</p>

Strategic Priority 3



Strategic Priority 4

Strategic Priority 4: Improve our internal capabilities and our linkages to external entities to enhance our organizational performance and impact.

Rationale: Good governance adds value to organisations. Internally a revitalised Board, human capital with diverse but relevant skill sets, exploiting the spirit, attitude and experiences of our founders and learning from previous experiences will benefit our performance. We will seek to sustain and deepen current partnerships that were formed to serve a specific purpose while seeking to identify new allies and develop new alliances, that can build upon our identified strengths and assets, but also work with us to address needs and increase capacity of RIIO with mutual trust, respect, genuineness, and commitment.

OBJECTIVES	INDICATORS
4.1 To attract and retain highly motivated and competent trainees, staff, and faculty	4.1.1 # of initiatives delivered that are aimed at strengthening internal organisational capacity 4.1.2 Number of staff with diverse skill sets working at RIIO 4.1.3 Level of workforce satisfaction with RIIO’s initiatives to enhance organisational capacity 4.1.4 # of professional development initiatives or internal training programs for non-teaching staff. 4.1.5 # career advancement opportunities consistent with standards of world-class education offered to our faculty.
4.2 To provide opportunities for enhanced meaningful connections with our partners to improve network solidarity in support of our Strategies.	4.2.1 # of network exchanges facilitated/supported by RIIO. 4.2.2 Descriptions of outcomes of the exchanges facilitated by RIIO
4.3 To expand alliances to engage new and diverse allies and strategic partners that can be leveraged in support of the Strategic Plan goal areas.	4.3.1 # of allies and alliances (new or existing) engaged by RIIO who can contribute to RIIO’s goals. 4.3.2 Number of reports describing collaborations and engagements (whether partnership or sponsorship) with allies and how they evolve or dissolve



Internal Enablers to achieving our Strategic Objectives

Over the course of the strategy period, we will build our capacity and reputation as a modern institution, underpinned by financial sustainability, transparency, and good governance.

We will therefore:

- Highlight our Unique Value Proposition by Emphasizing RIIO's commitment to training excellent ophthalmologists and providing high-quality eye care.
- Secure the financial resources needed to deliver the strategy by establishing revenue flow, and financial planning and resource allocation processes that are sufficient, dependable, and consistent to support the ongoing and future financial obligations to achieve our strategic objectives
- Implement a new Board Structure to provide leadership and delivery of the strategy. The current Board has expertise concentrated in Eye Care.

ACTION POINTS FOR INTERNAL ENABLERS

Be better communicators of the work that we do.

- Develop a strong brand identity
- Tell compelling stories
- Utilize Multiple Communication Channels

Secure the necessary financial resources:

- Identify sponsors to offer doctors scholarships to train at RIIO.
- Lobby for MOH in Rwanda and other countries to keep doctors in training at RIIO on salary.
- Secure funding to sustain high quality faculty at RIIO.
- Secure funds to expand and specifically support the equipment and consumables needed in teaching clinics run by RIIO.
- Seek innovative options of funding community projects.

Refreshed Organizational Structure:

- Successfully transition RIIO founders from executive management roles to boardroom leadership roles.
- Officially retire any current Board members who are no longer active.
- Recruit five new non-executive Board members with diverse skill sets.
- Ensure the Board is facilitated to meet regularly

