

**VisionSpring**

See well. Do well.

# QUARTER 1 Report

2022

# Executive Summary

The beginning of 2022 marked the first time in two years VisionSpring's global staff was able to come together in-person. While it was wonderful to finally be together, we were also energized at the prospect of returning, exclusively, to our core mission (*Access to Affordable Eyewear, Everywhere*) after nearly two years of balancing our work with the delivery of COVID supplies. We're thrilled to report that we have started this year of renewed focus stronger than ever. In Q1 we screened the vision of 437k people and disbursed 329k pairs of eyeglasses, achieving 28% of our 2022 eyeglasses delivery goal.

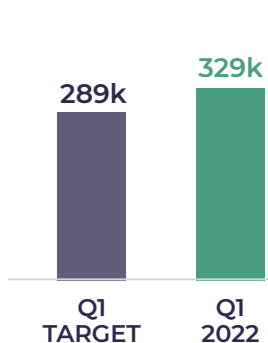


Ella Gudwin

## Q1 YEAR-TO-DATE RESULTS



329k EYEGLASSES SOLD

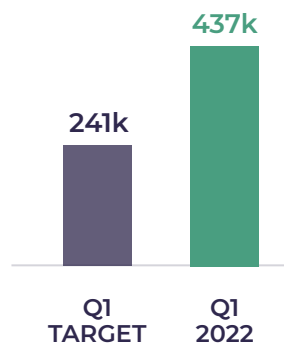


## Q1 HIGHLIGHTS

- 114%** achievement on eyeglasses pairs and **128%** achievement in Vision Access Programs
- Largest-scale project to-date in India for ICICI Bank, **screening 92k+ people across 23 states in 6 weeks!** (Learn more on Page 4)
- Leadership summits** in Bangladesh and India, team building through RiseUp Africa and Women's Leadership Retreat India



437k PEOPLE SCREENED



## GLASSES BY MODEL

VISION ACCESS PROGRAMS

149k

**45%**

INSTITUTIONAL PARTNERSHIPS

180k

**55%**

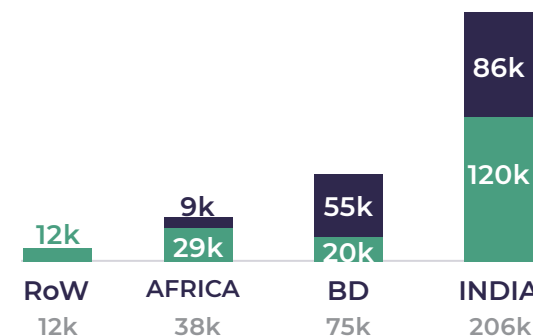
**3%** See to Learn | 8k

**8%** See to be Safe | 29k

**34%** See to Earn | 112k



## GLASSES BY REGION



RoW: Rest of the World

BD: Bangladesh



# Vision Access Programs

## Vision Access Programs Achieve 154% of Q1 Eyeglasses Target

Collectively all three Vision Access Programs (*See to Earn*, *See to be Safe*, and *See to Learn*) overachieved Q1 targets (128% of screenings and 154% of eyeglasses). Much of the overperformance was driven by *See to Earn* programs, particularly a vast and complex project with ICICI Bank in India, highlighted on the next page.

Another highlight includes the Reading Glasses for Improved Livelihoods (RGIL) program re-engaging in Zambia as part of a new partnership with CARE. Working in Bangladesh, Uganda, and now Zambia, *RGIL* continues to exceed its targets. In Uganda the program hit 3,500 eyeglasses per month, achieving the outer limits of what our pre-project forecasts believed possible.

Our *See to be Safe* (program focusing on screening drivers) team had a big achievement early this year, onboarding Piaggio as a new partner in order to screen drivers of auto-rickshaws in India. The *See to Learn* program (focusing on screening children in schools) was slower in Q1 due to lingering COVID restrictions in many regions where we operate, but we are confident this issue will lessen during the remainder of the year.

# Institutional Partnerships

## New Partners and Momentum Building in India and Globally

In Q1, the India Institutional Partnership team reached 100% of their goal through eyeglass sales to 140 entities across 25 (of 29) states. The big focus early in the year was on retention and they bested the calendar with 38% of 2021 partners renewed by the end of Q1. And acquisition was not forgotten—the team added 37 new partners as well.

A big highlight of the quarter was the Uganda team signing an agreement with the largest private procurement agency in the country (Joint Medical Stores), which supplies 660 hospitals. Also of note, VisionSpring's pharmacy program launched in Ghana and replicated in two new Bangladeshi districts!

However, as with much of the world, VisionSpring was not immune to supply

chain, shipping, and procurement challenges (particularly warehouse closures in China) in Q1. Despite this, VisionSpring's Africa Institutional Partnership team still reached 80% of our goal and hired a new business development officer in Kenya to fill a staffing gap. The Rest of World (ROW) team reached target on order volume, but shipping delays (again largely China driven) pushed fulfillment timelines into Q2.



*From the time we started screening people we have helped a lot of people in our communities to see well and the profit margins have also helped us to earn an extra income."*

- LUDIA MBEWE, COMMUNITY HEALTH ENTREPRENEUR

Ludia Mbeve (center), with *RGIL* Global Program Manager Khanindra Kalita (right), and Zambia *RGIL* Project Coordinator Chanda Chileshe (left).

# Execution of Mega India Project

In Q1 we conducted our most ambitious collaboration to-date. Sponsored by ICICI Bank, our *See to Earn* program screened more than 92k people for vision impairment across 23 Indian states. We could not be prouder of our team for completeing the project with flying colors. Including 812 villages in 84 districts, the effort spanned 11 languages and leveraged 8 implementing partners – all in just 43 days!

Many of the locations we visited were extremely remote. We conducted screenings more than 3 miles above sea level and in many villages hours from a paved road. But the challenge of operating in such hard-to-reach communities was

incredibly rewarding. We knew we were making an enormous impact when we saw first-time-wearer rates as high as 79%! All in all more than 43k people got the eyeglasses they need to see clearly.

## Key Project Learnings:

- Active participatory monitoring with community leaders is critical
- Managing so many implementing partners is very complex, but with strong leadership, collaborative supervision, shadowing, trust, and communication we accomplished far more than ever would have been possible alone

## More than 130 local media hits



“When I first joined VisionSpring 4.5 years ago, we could not have imagined delivering a project of this complexity and size. Over the past few years, we’ve built our capacity and partnerships to seamlessly serve at scale. I am so grateful to everyone on the team for their efforts!”

–ALOKANANDA CHATTERJEE,  
SENIOR LEAD, SEE TO EARN  
PROGRAM

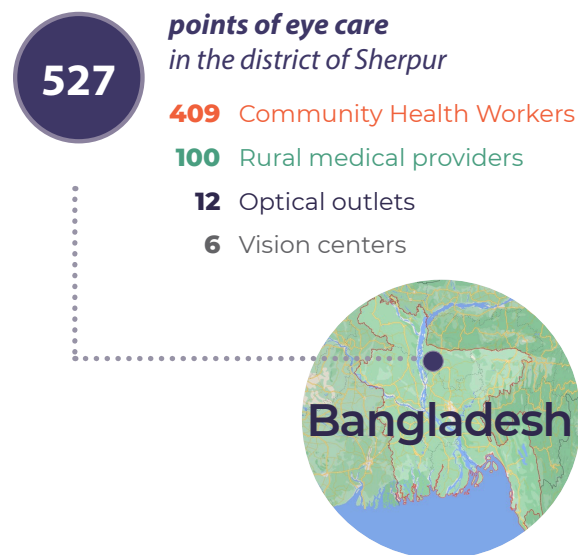




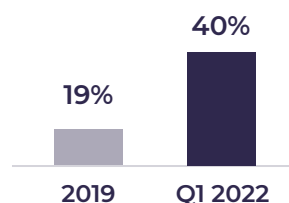
# Clear Vision Collective - Celebrating the Power of Collaborative Action

Since coming together in 2019, the Clear Vision Collective (CVC) has increased the effective coverage of vision impairments in the model district of Sherpur, Bangladesh from a baseline of 19% to an estimated 40% at the end of Phase 1. In March, the group was able to convene in-person in Dhaka to celebrate this achievement and plan for Phase 2 and replication.

Despite the pandemic, over 2.5 years we established 527 points of eye care in the district with links to 3 referral eye hospitals.



## Improvement in the effective coverage of vision impairments with eyeglasses and cataract surgery



We screened more than 250k adults and children for vision impairments and corrected the vision of 61k (94% with eyeglasses and 6% with cataract surgery). 75% of our eyeglass customers were first-time-wearers.

The 10 organizations that make up the CVC (along with the Ministry of Health and Social Welfare) have demonstrated that we can co-deploy our inclusive, market-based solutions. Each organization adds its unique models and expertise to achieve “1+1=3” efficiencies, significantly scaling our collective impact.

Up next, we will continue working on Phase 2 in Sherpur and begin work on the expansion of Clear Vision into new regions of Bangladesh.



# Reuniting as a Team and Cultivating Leadership from Within



***Whoever you are and whatever you do, the world needs you to lead."***

JACQUELINE NOVOGRATZ,  
CEO OF ACUMEN

After two years without international travel, Q1 provided us with opportunities to grow our organizational strength and connectedness; essential work as we prepare for the "Big Shift" pivot to significantly scaling our reach and impact.

In addition to leadership summits in Dhaka and Delhi, we hosted a virtual convening across Africa and a Women's Leadership Retreat in India.

Our Women's Leadership Retreat kicked off with conversations centered on principles from Jacqueline Novogratz's work on Moral Leadership, including cultivating moral imagination, listening to voices unheard,



accompanying each other, and practicing courage. Threads of these conversations carried through two days of teambuilding, site visits, and collaborative learning.

The Leadership Summits included trainings on VisionSpring's history and values, visits to our supply chain centers and screening camps, facilitated team building, exploration of individual and group dynamics, and clear-eyed conversations about where we have room to improve. The India Summit concluded with an off-site event where the entire team came together for a full day of teambuilding and activities. The day drove home the underlying message of the week: leadership happens at every level of an organization and each one of us is a leader.



## Welcoming New Team Members



**Anne Coolen**

**Global Vice President of Programs**

Based in Ghana, Anne brings 15 years of experience working in humanitarian response and public health. She most recently served as the country director for Marie Stopes International in Ghana.



**Kamalika Deka**

**Director of Human Resources, India**

Kamalika has more than 15 years of Human Resources experience and has previously worked for Titan Optical and Dominoes.



**Scott Schroeder**

**Global Vice President of Resource Mobilization**

Joining us at a key moment of growth, Scott previously led fundraising, communications, and firm-wide initiatives at Plan and Pathfinder International.



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## HOW CAN YOU HELP?

Support the Patricia Sagna Memorial Internship for Women of Color in Logistics. VisionSpring created this opportunity, in honor of a dearly departed colleague, to recognize and work to dismantle the barriers that prevent qualified women of color from entering international development and progressing in the logistics and supply chain management fields. Special thanks to the West Foundation for providing a matching grant opportunity.

Please contact **Erica DeKranes** at [erica.dekranes@visionspring.org](mailto:erica.dekranes@visionspring.org) to support.

*Rebecca Lee, the inaugural Patricia Sagna Intern, receiving a certificate of recognition from Perry Sella (Global Director, Supply Chain) and Ella Gudwin (CEO).*



## Countries of operation

Bangladesh | Ghana | India | Kenya  
Nigeria | Uganda | Vietnam | Zambia

## Support office

USA

[visionspring.org](https://visionspring.org)