



CBM IRELAND STRATEGIC PLAN 2026-2030

TABLE OF CONTENTS

A MESSAGE CBM IRELAND'S CHAIR OF THE BOARD OF TRUSTEES	1
---	---

INTRODUCTION	3
---------------------	---

WHO WE ARE	5
-------------------	---

A. OUR VISION	5
B. OUR MISSION	6
C. OUR VALUES	6

OUR LONG TERM GOALS	7
----------------------------	---

HOW WE WORK	9
--------------------	---

OUR CORE AREAS OF WORK	11
-------------------------------	----

PRINCIPLES	13
-------------------	----

CBM IRELAND'S ROLE IN THE CBM FEDERATION	15
---	----

OUR STRATEGIC PRIORITIES – OBJECTIVES, KPIs AND TARGETS	17
--	----

STRATEGY SUMMARY	24
-------------------------	----



A MESSAGE CBM IRELAND'S CHAIR OF THE BOARD OF TRUSTEES

Dear Friends,

I am delighted to be able to share with you CBM Ireland's Strategic Plan for 2026 to 2030. This strategy is the second five-year plan that we have put in place since establishing the CBM Global federation with our colleagues around the world.

Our plan coincides with the CBM Global strategy for 2025 to 2030 and I believe firmly establishes our place within that strategy and represents the role we play in contributing to the wider aims of the federation to end the cycle of poverty and disability around the world.

The statistics are stark. One sixth of the world's population have a disability. That is 1.3 billion people. It is a huge number. But what is more important to understand is that 80% of that 1.3 billion is in what we consider to be the Global South – countries who have fewer resources, much fewer, than we have here in Ireland to end that cycle. That is ONE BILLION people in lower income countries that are caught in the cycle of poverty and disability.

We are under no illusions. Over the course of this strategy, that cycle will not be broken. It won't even be broken in Ireland. Yet, we cannot despair. We can make progress.

We can make progress in ensuring the right policies are put in place from a local to a global level that put people with disabilities at the centre of their development. We hope

by the end of this strategy that disability rights are much more firmly embedded in Ireland's overseas aid policy and commitments.

We can make progress in preventing avoidable and acquired impairments. Already, through our partnerships, we are embarking on an ambitious programme to ensure all children get the necessary screening to prevent infant blindness and the follow-up treatment when it is required.

We can make progress in ensuring that all the preconditions for disability inclusion are embedded in our work and the work of other NGOs through advocacy and our advisory work.

We can make progress in supporting people with disabilities and their representative organisations to take an active and influential role in the development of policies, in investments, and designing the world in which they live.

Of course, we cannot do this without resources – human and financial. The human resources are our staff, but also the staff of our partners – whether here in Ireland or working in disabled people's organisations in Africa and Asia.

The financial resources are the generous donations from our public supporters here

in Ireland, but also from donors such as Irish Aid and the European Union, who trust us with taxpayers' money.

As Chair of the Board of Trustees, I want to ensure that we continue to grow and steward our resources, and that we continue to earn, and re-earn again, the trust that is given to us.

Our strategy is ambitious. As a Board, we can see that and we know that we need a strong and resilient organisation, to ensure we can meet that ambition and also ensure that we our systems and processes are robust and in compliance with the many accountabilities we have to our stakeholders.

As a Board, we ask a lot of our team at CBM Ireland, not just to deliver high impact programmes that bring about meaningful change for people with disabilities, but also in ensuring that CBM Ireland is meeting the ever-growing regulatory and legal requirements that we have to comply with.

I believe that is strategy will see CBM Ireland grow and strengthen as an organisation even in what is now a very challenging context. I look forward to supporting the management team in the next five years.

Eoin McManus,
Chair of the Board of Directors
CBM Ireland





INTRODUCTION

Poverty and disability are linked in a cycle that is hard to break. Living in poverty, without access to good nutrition, medical care, clean water and sanitation or safe working conditions, increases the likelihood of developing an impairment that can lead to disability. People with disabilities often face additional barriers to accessing education or employment, pulling them further into poverty. Discrimination and stigma, which people with disabilities often face, exacerbate this vicious cycle.

- 1.3 billion people live with a disability. That's one in six people worldwide.
- Nearly 80 percent of people with disabilities live in low- and middle-income countries where poverty, inequality, discrimination and climate change impacts are often most severe.
- People with disabilities are five times more likely to report experiencing mental health conditions than people without disabilities.
- 1.1 billion people have avoidable blindness or visual impairment because they can't access eye health services.
- In Africa, 1 in 5 primary school-aged children with disabilities don't attend school
- Women with disabilities are three times more likely to have unmet needs for healthcare compared to women and men without disabilities.

These are statistics in **our world today** but that world is changing, especially for people with disabilities and disability-focused organisations like CBM Ireland.

Rising Global Poverty and Inequality

Ongoing health crises, the climate crisis, protracted conflict and war, reduced aid budgets and growing debt burdens are driving poverty rates higher and make it difficult for many governments to resource and deliver public services. In addition, many countries are not prepared to meet the demands of an ageing population, especially older people with disabilities.

Digital divide

The COVID-19 pandemic, although increasingly distant while its impact is still being felt, accelerated trends like digitising healthcare, education and employment. This rapid shift and the increased use of online and blended/hybrid learning put people with disabilities and those in low-income countries at risk of being left behind because of poor access to affordable and accessible devices, connectivity issues and financial constraints.

Concurrent crises

Humanitarian emergencies are increasing in frequency and occurring concurrently. Climate change is causing economic shocks, disrupting livelihoods, increasing the displacement of people, influencing the spread of diseases, worsening global public health, and threatening lives. It will significantly alter our habitat, driving food and water insecurity, and creating uninhabitable areas in parts of the world.

Growing commitment to powershift

The momentum towards locally-led development and shifting power towards local actors and communities in development assistance and humanitarian action is reflected in donors moving towards more national-level funding. Disability-focused INGOs need to reassess their business and operational models as regional and national Organisations of Persons with Disabilities (OPDs) grow in strength and voice.

Increasing migration and urbanisation

The current trend of urbanisation will decrease the number and size of rural communities as people migrate to cities for work and to escape environmental degradation. New data highlights the challenges people with disabilities encounter during internal migration and raises concerns about those left behind with limited resources or support networks.

Changing environment for international cooperation

Political narratives are questioning the value of development and humanitarian assistance, or place it within the national interests of the donor government. This endangers the values of current and future international cooperation. Disability funding is increasingly under threat through the current discourses on international assistance.

Our strategy for 2025 to 2030 is designed to respond to these changes in a world of overwhelmingly large statistics. As part of the CBM federation, we recognise that we have to adapt to how the world is changing while remaining steadfast in our commitments to people with disabilities and ensuring their priorities are what drive our work.



WHO WE ARE

We are CBM Ireland, a Christian international non-governmental organisation (INGO) drawing on over 115 years' experience.

We work alongside and are accountable to people with disabilities in some of the world's poorest places, fighting poverty and exclusion, transforming lives and building inclusive communities where everyone can enjoy their human rights and achieve their full potential.

We are a member of the CBM Global federation and share in the mission, vision and values of the federation.

OUR VISION

Our vision is an inclusive world in which all people with disabilities enjoy their human rights and achieve their full potential.

OUR MISSION

We are committed to our mission of fighting to end the cycle of poverty and disability.

OUR VALUES

- **We champion inclusion.** We believe everyone is equal before God. We are passionate about working with people with disabilities to build a world in which all people are included, valued and respected. *We challenge discrimination. We embrace diversity. We work with people of all faiths and none. We promote accessibility and opportunity.*
- **We strive for justice.** We work for positive change, inspired by a vision of a just and equitable world. We will model justice and faithful love as Jesus did, serving those in greatest need, regardless of race, gender, age or religious belief. *We challenge injustice. We serve with compassion. We promote fairness and equality. We equip others to exercise their rights.*
- **We pursue excellence.** We are committed to achieving the greatest possible impact from the resources entrusted to us, attaining high quality in all our work. We challenge ourselves to constantly learn, innovate and improve. *We focus on quality. We creatively innovate. We pursue continual improvement. We maximise our impact.*
- **We embrace partnership.** We achieve more when we work with others. We commit to partnership, listening and learning together. We collaborate creatively with partners, supporters, governments and colleagues to achieve lasting change. *We collaborate effectively with others. We learn together with our partners. We communicate respectfully and honestly. We are flexible and responsive.*
- **We live with integrity.** We show God's character by seeking to live by our values and fulfil our commitments. We hold ourselves accountable to our supporters and those we serve, seeking to live authentically, responsibly and honestly. *We are accountable. We practice servant leadership. We are honest and faithful. We consider all impacts of our actions.*



OUR LONG TERM GOALS

There are four long term goals that we will purposefully contribute to. Achieving these goals is not a linear process and cannot be achieved on our own without working with others.

GOAL 1: CLAIMING RIGHTS

People with disabilities are more equipped and resourced to claim their rights.

How we will contribute:

We'll deepen our partnerships with people with disabilities to realise and claim their rights, and hold governments, decision makers and those in power to account. We'll ensure that people with disabilities are central decision makers, directing their own lives: holding duty bearers to account, pursuing inclusive service delivery, budgets and resources, and finding pathways out of poverty and exclusion. We'll continue to ensure that people with disabilities are central in defining priorities and goals.

GOAL 2: HOLDING THOSE IN POWER TO ACCOUNT

Those in power are held to account by the disability movement with their allies.

How we will contribute:

We are grounded in authentic partnership and accountability to the disability movement, embracing OPDs, underrepresented groups (those with less visibility in decision-making processes) and self-help groups as crucial development partners. They play a vital role in advancing the SDGs and implementing the CRPD at global, regional, national, and local levels. We aim to serve as a catalyst to connect and strengthen our OPD partners. By supporting their growth and working closely as allies, we help these representative organisations enhance their impact. Together, we hold those in power accountable for implementing the CRPD and ensuring that the SDGs are inclusively achieved.



GOAL 3:

ENSURING DISABILITY INCLUSION IN CLIMATE RESILIENT COMMUNITIES AND POLICY

Communities are climate resilient and inclusive of people with disabilities.

How we will contribute:

We'll work with people with disabilities, their families, broader civil society and local government in the most climate-affected areas to support communities that are disability inclusive while adapting to the ongoing impact of climate activity. Our work is to ensure that disability inclusion and people with disabilities are not forgotten in this increasingly important space. Our community development work will be based on principles of equity, recognising that disability is a part of human diversity, so that all members of the community can enjoy their human rights, and ensure that everyone thrives in a just transition towards a cleaner, greener and sustainable future.

GOAL 4:

TRANSFORMING SYSTEMS

Systems and services are transformed to break down the barriers that exclude people with disabilities.

How we will contribute:

Rooted in human rights, the best way for people with disabilities to fully access essential services is for governments and other duty bearers to create inclusive structures, relationships and cultures within these systems. Local and national services must be available, affordable, accessible, high-quality, and aligned with international standards. Services should reflect the priorities of those who use them. Inclusion also depends on accessible environments. We will work with OPDs and local communities to strengthen local and national systems and services to make them more accessible, inclusive, and responsive to the needs of people with disabilities. This includes strengthening primary health care services at community level so that care can be provided as close as possible to those who need it – including preventative healthcare services, like community directed treatments for Neglected Tropical Diseases.



HOW WE WORK

While contributing to long-term goals, we recognise that people with disabilities encounter significant barriers in their struggle to achieve their rights in the present. For many, the wait for long-term goals to be achieved, for systems to transform, or for those in power to become accountable, is not realistic. People with disabilities need to be included now. Delivering accessible, quality services right now is essential to eliminate avoidable impairments. Those at risk of preventable impairments need access to healthcare services in the present. People with disabilities need to be able to access supports today, tomorrow and next year. While working towards a better, more inclusive future for all, we also act now, in our programmes, advocacy and advisory work.

Programming with our partners

We deliver disability-inclusive programmes that uphold the right to health and ensure equitable access to eye/health care, through partnerships from community to national level.

Delivering inclusive community programming, particularly focusing on the preconditions for inclusion, is core to CBM's programmatic strategy, and remains critical to enabling transformative change for people with disabilities and their families. Our community programmes will not work in isolation, but endeavour to work alongside governments to pilot, monitor, learn and model solid approaches that strengthen the preconditions for inclusion but also support impairment prevention. Community

programmes will provide rich evidence for our advocacy, ensuring we represent the real-life experiences of people with disabilities, and what is needed at the community-level. CBM Global will pursue comprehensive and integrated programming, building on individual and community level engagement, and using our community-based inclusive development (CBID) approach.

Advocacy to achieve systemic policy change

Many of the barriers faced by people with disabilities can be addressed if international processes, and national, regional and local governments ensure policies are both well planned and adequately funded to implement the SDGs and CRPD. We welcome the progress that has been made in recent decades but still observe that funding and implementation often lags behind progress in policy work.

Our approach to advocacy begins with working with the wider disability movement to identify gaps in policy implementation and gather evidence and data on the impact of these gaps. We work alongside our OPD partners and the wider disability movement to advocate to close these gaps. We take a **Global Citizenship Education** approach to building awareness and understanding amongst the public to increase support for our policy change agenda. Our advocacy and GCE efforts align through a focus on disability-inclusive climate action, partnering with climate justice and disability movements locally and globally.

Our goal with our advocacy work is to achieve lasting, systemic change in partnership with OPDs and the wider disability movement at a global, regional, national and local level. This takes time, investment and a collective effort.

Inclusion Advisory in partnership to make disability inclusion a reality

Growing awareness of the rights of people with disabilities to be included in development programming has seen a growth in the demand for technical advice. Mainstream humanitarian and development actors, including governments, non-government organisations, management contractors and UN entities want access to timely, evidence-based, quality technical advice and capacity development, and increasingly ask for this in large-scale national and regional programmes.

Our advisory function works with the disability movement to support others to put inclusion into practice. We seek out advisory opportunities that are catalytic and have the potential to spark broader, systemic change for inclusion. Our advice reflects relevant frameworks and best practice, and builds on lessons from our own programmatic experience, the technical expertise from our staff and partners, especially those in the disability movement.

OUR CORE AREAS OF WORK

Health and wellbeing

We ensure that people with disabilities have access to the best possible healthcare through CBM-supported programmes, health and support services, as well as advocating for healthcare provision that is accessible, dignified, and reflects the preferred type of support. People with disabilities may need specific health services, but they often face additional barriers to accessing these services. We use a primary healthcare approach for strengthening health systems and ensuring meaningful participation of people with disabilities, their representative organisations, and those with lived experience when implementing any health sector action. Just like access to other rights, we'll find ways of reducing barriers to accessing health care. As well as ensuring disability inclusive healthcare for people with disabilities, a fundamental part of our work is the treatment and prevention of avoidable impairments, particularly in eye-health. Our preventative, supportive and curative healthcare priorities are:

- **Inclusive Eye Health (IEH):** Pursuing three IEH priority areas of inclusiveness in eye health from global to community level, providing a continuum of care, and a holistic approach to eye care.
- **Neglected Tropical Diseases (NTDs):** Supporting the prevention and treatment of NTDs and providing a holistic approach to those already affected by these diseases, including addressing stigma and mental health components.
- **Mental Health (MH):** Supporting people with psychosocial disabilities and mental health conditions by ensuring their voices are heard, their rights are upheld, and they can fully participate in inclusive communities. Promoting access to person-centred, rights-based prevention and support interventions while advocating for and strengthening the capacity of systems and services to be responsive to their needs at all times, including during crisis.
- **Other physical conditions:** Supporting specialist partners who work in acute medical treatment and rehabilitation in orthopaedics, club foot, obstetric fistula, orthotics and assistive devices.



Disaster risk reduction, climate change adaptation and humanitarian action

People with disabilities are often excluded from climate action, disaster risk reduction, humanitarian assistance and post-disaster recovery plans. Taking a Disaster Risk Management (DRM) approach, we strengthen community preparedness and resilience by developing inclusive DRM systems and practices, while removing the barriers people with disabilities face when participating in climate change adaptation, DRR and humanitarian assistance.

Inclusive livelihoods

Livelihoods and economic empowerment are needed for people with disabilities and other marginalised groups to break the cycle of poverty and disability. Stable income and work are fundamental rights and critical stepping stones towards social inclusion. Our livelihoods programme strategy follows an integrated, holistic approach to building sustainable and resilient livelihoods and fostering economic inclusion. We support people with disabilities and their families to build resilient, thriving livelihoods and participate in economic life. We foster an inclusive and enabling economic environment by identifying and removing barriers to economic engagement and employment. We support people with disabilities and their communities to transition to climate-resilient livelihoods through innovative green practices, income diversification, and market links.

Inclusive education

Inclusive education is a priority for our OPD partners and is key to promoting an inclusive society. National government education policies are often not well aligned with the Convention on the Rights of Persons with Disabilities. There is a lack of human and financial resources, limited equality and rights awareness across education stakeholder institutions, and poor understanding of how to improve access for all. We ensure all children with disabilities are supported to access quality education at the community level. This includes awareness work with school management committees, teachers and pupils; work on schools' physical and communication accessibility; identifying out-of-school children with disabilities, and supporting families to recognise the value of education and feel confident to send children to school; and work to link children to education-related social protection measures, such as payments, assistive devices, identity cards, etc. We support OPDs in their advocacy with education policymakers and providers, to strengthen national or local systems for inclusive education and provide specialised inclusion advice to mainstream education organisations.



PRINCIPLES

We will continue to adhere to a wide range of principles that are central to international development and humanitarian assistance, including the Core Humanitarian Standards, and Irish sectoral standards such as the Dochas Safeguarding Code. We are guided by the UN Convention on the Rights of Persons with Disabilities and the Sustainable Development Goals. Underpinning our work are a number of principles specific to CBM that we have established to guide us in our decision making.

Partnership with and accountability to the disability movement

We will work with and support Organisations of Persons with Disabilities (OPDs) to ensure we meet the needs of, and are accountable to, the individuals and communities we serve. Our advocacy will support and amplify the voices of people with disabilities, from community to global level. Our advisory approach will be undertaken with the best technical experts on disability inclusion – people with disabilities themselves.

Working with those most left behind, the most at-risk, especially under-represented groups

We'll work with the most at-risk people, especially under-represented groups who are typically left behind or considered harder to reach. Too often, people who are deaf and deafblind, and people with psychosocial and intellectual disabilities encounter stigma, discrimination, and legal and institutional barriers, which limit their autonomy, access to services and social inclusion. We will deliberately pursue partnerships that work at the intersection of gender and disability.

We will foster inclusion in communities through a targeted approach, working with underrepresented groups, supporting them to build networks and promoting inclusive practices at all levels.

Ensure the preconditions for inclusion in everyday life are in place

Inclusion of people with disabilities does not just happen. Without a framework of preconditions in place, structural gaps and barriers remain that make it difficult, or even impossible, for people with disabilities to access opportunities, services, and programmes like everyone else. We will prioritise our programming, advocacy and advisory work that systemically strengthens preconditions at all levels. They are essential building blocks to achieve inclusive policies, systems and services, creating an enabling environment for the inclusion of people with disabilities on an equal basis with others.

The preconditions include:

- **Non-Discrimination:** People with disabilities must have the same rights as everyone else and be able to access laws, services, and opportunities without discrimination.
- **Assistive Technology:** People with disabilities need access to essential products like wheelchairs, hearing aids and prosthetics, along with proper fitting and maintenance services.
- **Support Services:** Some people with disabilities require extra support to participate fully in society, such as personal assistants, decision-making support, peer mentors or sign language interpreters.
- **Accessibility:** To ensure full participation, physical spaces, transportation, information and public services must be accessible to all.

Further levers to the preconditions that we will address are the additional costs of disability, inclusive data and budgeting, community inclusion and participation. Together, these create an enabling environment for the inclusion of all persons with disabilities, leaving no one behind.

Shifting decision-making power to partner organisations and local communities

CBM has a long history of operating as a partner-based organisation rather than implementing directly. We believe that cooperation, collaboration and partnerships are key to achieving our impact. We are on a journey to become more locally led and to increasingly shift decision-making power to partner organisations and local communities. We'll continue to make further changes to our structures, systems and ways of working to become more locally led.

Our 2030 strategy sets the following specific commitments:

- Partnerships based on respect and trust
- Stronger and more sustainable partners
- More equitable programmes
- Co-owned strategies
- Complementary roles and responsibilities
- Collaborative and respectful communications and publicity



CBM IRELAND'S ROLE IN THE CBM FEDERATION

As part of the CBM Global federation, CBM Ireland is committed to aligning our strategy with the objectives and priorities of the wider federation while establishing our own priority areas of work and retaining our independence. We set our own organisational objectives which enable us to maximise our contribution to the shared mission, avoiding duplication and complementing the work being done across the technical, country and member teams.

Supporter engagement

We represent the identity of Christian Blind Mission to the public in Ireland and seek to grow our name recognition of the organisation on the island of Ireland. We engage the public on the issues of disability rights and inclusion that are pressing in our countries of operation. We hope to translate growing recognition and engagement into financial commitments where our supporters consider us deserving of this support.

Institutional funding

As the Irish member of the CBM federation, we engage institutional funders, including trusts, foundations and corporate donors, based in Ireland, in order to maximise the impact of our work with their support. As the only European Union member of the federation we take responsibility for engaging with funding entities of the European Union on behalf of the federation.



We continually seek out new opportunities to access grants from funders where our eligibility allows and other CBM entities are not engaged. We support CBM country teams to engage with prospective funders locally to grow their impact.

Advocacy in Ireland, Europe, Global

We advocate with duty bearers and other stakeholders in Ireland in order to grow commitments towards disability inclusion and disability rights, with a particular focus on UNCRPD Article 32. We take a leading role in the CBM Global disability inclusive climate justice agenda and advocate at European and global levels for the inclusion of people with disabilities in this evolving policy and financing area. We work with country teams to strengthen their advocacy work through technical and financial support.

Advisory in Ireland

We recognise the value and impact of CBM's Inclusion Advisory Group and will continue to contribute to its work and explore avenues for expanding its work in the Irish context. We source opportunities to provide disability advisory services to actors engaged in international co-operation. We leverage the strength of the global advisory team in order to optimise our advisory impact.

Our programmatic focus

As a global federation, CBM seeks to deliver its mission and achieve its vision across a wide range of areas, embedding disability inclusion in programmes and prevention of avoidable impairments across all thematic areas. We recognise that CBM Ireland cannot provide depth of programming across all areas. Therefore, we focus our disability inclusion programmes and efforts on eye-health, OPD strengthening and community mental health. Where specific funding opportunities arise outside these areas, we will draw on the expertise in the global organisation to access funding and maximise the collective impact of our work.

OUR STRATEGIC PRIORITIES

– OBJECTIVES, KPIS AND TARGETS

The structure of the CBM federation, and CBM Ireland's role within it, means that maximising our impact requires maximising our contribution to achieving the shared mission and vision of the federation as a whole. We do not work in isolation. We share in the federation with our fellow member and country teams and contribute severally and collectively to achieve our strategic goals.

From 2025 to 2030 we have identified **six strategic priorities for CBM Ireland that will drive our work in the next five years**. We recognise that what are objectives for CBM Ireland are enablers for the CBM federation to deliver impactful programmes with and for people with disabilities or at risk of acquiring disabilities.

Our six priorities for the next five years are:

STRATEGIC PRIORITY 1: BIGGER IMPACT

Deliver disability inclusive impact and access to healthcare through programmes, advocacy and external advisory services.

STRATEGIC PRIORITY 4: SUSTAINABLE FUNDRAISING

Grow and diversify CBM Ireland's public fundraising revenue providing the highest standards of donor care.

STRATEGIC PRIORITY 2: BETTER PARTNERSHIPS

Build and sustain diverse, high-value partnerships that amplify CBM Ireland's impact in disability inclusion.

STRATEGIC PRIORITY 5: CLEAR IDENTITY

Develop and embed a refreshed and clear identity that is supported by all parts of the organisation.

STRATEGIC PRIORITY 3: GROW INSTITUTIONAL FUNDS

Strategically grow and diversify grant-funded income streams for high-quality disability-inclusive programmes.

STRATEGIC PRIORITY 6: RESILIENT ORGANISATION

Ensure we have the necessary and effective infrastructure, people, systems and support functions in place to deliver on our purpose.

STRATEGIC PRIORITY 1:

BIGGER IMPACT

Deliver disability inclusive impact and access to healthcare through programmes, advocacy and advisory services.

Working across three pillars, we will deliver impactful programmes in partnership with CBM country teams, local organisations and OPDs that protect, promote and achieve the rights of people with disabilities.

We will focus on eye-health, mental health and OPD strengthening as a priority but where the need arises will work to support people with disabilities outside these areas. We will advocate with and for people with disabilities in Ireland and internationally to press for transformative change in policy and legislation that is sustainable and long-lasting. We will bring our disability inclusion expertise, grounded in the lived experience of people with disabilities to other organisations, catalysing disability inclusion across international development and humanitarian action.

In times of crisis, we work to ensure people with disabilities are not left behind – in planning, and in practice as well. We will work to ensure the voices of people with disabilities are not omitted from the climate conversations. We work to make immediate tangible impact for people with disabilities or at risk of acquiring an avoidable impairment through programmes such as infant eye screening and supporting sight-saving eye treatment. We support OPDs to advocate to their governments while advocating directly ourselves in Ireland. We work with the disability movement to bring about lasting change from community to global level.

- **Indicator 1:** % increase/Number of women, men, boys and girls (including people with disabilities) who access eye-health services through CBM Ireland-supported programmes.
- **Indicator 2:** Number of OPDs with increased institutional capacity to advocate for the rights of persons with disabilities and to influence local or national policy change.
- **Indicator 3:** Number of organisations or entities supported by CBM Ireland to be disability inclusive per annum.
- **Indicator 4:** Number of advocacy engagements directly or through supported OPD partners.
- **Target 1:** 200% increase in women, men, boys and girls (including people with disabilities) accessing inclusive eye health services across CBM Ireland supported countries by 2030 (from 30,000 in 2025 to 60,000 per annum in 2030).
- **Target 2:** At least 20 OPDs demonstrate improved organisational capacity (governance, advocacy skills, inclusive leadership, financial management) as measured by CBM's OPD Capacity Assessment Tool by 2030.
- **Target 3:** Over the course of the strategy CBM Ireland will engage 10 advisory partnerships with the aim of building at least two long-term multi-year engagements
- **Target 4:** 100 advocacy initiatives carried out directly or indirectly through OPDs to influence policy change from local to global.

STRATEGIC PRIORITY 2:

BETTER PARTNERSHIPS

Build and sustain diverse, high-value partnerships that amplify CBM Ireland's impact in disability inclusion.

International co-operation is changing and the role of international NGOs is changing too. Local leadership is increasingly demanded and expected. People with disabilities need to be more involved in our work and the fight for their rights.

At CBM Ireland, we need to build and sustain diverse, high-value partnerships that amplify CBM Ireland's impact in disability inclusion and innovation, while ensuring organisational agility and long-term resilience. As a small organisation, we need to leverage relationships with other actors who have specific expertise, whether in delivering our charitable purpose or in raising funds from the public.

If we want to leverage change at a macro-level we need to work with others to bring about change, whether at global or national level. Mutually beneficial partnerships amplify our influence and effectiveness, beyond what we could achieve alone. High-value partnerships and advisory work diversify income and reduce reliance on any single funding stream.

Strong systems and processes, as well as an inclusive, human rights-based approach to disability, ensure CBM Ireland can respond as a partner of choice, opening the door to new funding, partnerships and market positioning.

- **Indicator 1:** Increased number and quality of strategic partnerships across sectors (NGOs, networks, academia, private sector), including long-term relationships with OPDs.
- **Indicator 2:** An annual increase in funding to OPD partners with a model for graduation that transforms one-off or short-term engagements (e.g. small OPD grants) into sustained, scalable partnerships.
- **Indicator 3:** Recognition in the sector for CBM Ireland's unique value proposition, disability inclusion, as evidenced by involvement in high-profile consortia or invitations to lead/advise.
- **Target 1:** By 2030, have established and maintained 7 high-value, multi-year partnerships, including at least 3 within consortia frameworks, across fundraising, programmes and advisory.
- **Target 2:** At least 4 OPDs progress from initial funding to longer-term strategic partnership.
- **Target 3:** Progressive growth in advisory-related revenue through new or repeat engagements.

STRATEGIC PRIORITY 3:

GROW INSTITUTIONAL FUNDS

Strategically grow and diversify grant-funded income streams for high-quality disability-inclusive programmes.

We will strategically grow and diversify grant-funded income streams to enable the delivery of high-quality disability-inclusive programming that demonstrate measurable and replicable impact.

Institutional fundraising in the form of grants offers an opportunity for CBM Ireland to increase its impact for people with disabilities across the world. Pursuing and building relationships with new institutional/grant funders in Ireland and in Europe offers potential to increase our impact. We need to be able to identify and seize opportunities when they arise but also work strategically and systematically to engage new funders.

We need to focus our work to develop clear project approaches that are replicable. We will deliver focused, quality programmes in priority thematic areas (e.g. OPD strengthening, inclusive eye health, community mental health) and priority geographies (Nepal, Zimbabwe, Kenya, Madagascar, Laos).

Our programmes will demonstrate measurable, replicable impact and learning is systematically captured and shared to strengthen proposals and attract new income.

- **Indicator 1:** % increase in institutional funding secured each year.
- **Indicator 2:** Number of repeat institutional or trust & foundation funders secured.
- **Indicator 3:** % of total income derived from predictable, multi-year funding agreements, reducing reliance on one-off grants.
- **Target 1:** Secure at least two new institutional grants of €200,000+ per year, doubling current institutional income by 2030.
- **Target 2:** Have acquired and retained a base of 4 repeat funders (institutional or trust and foundation) by 2030.
- **Target 3:** Submission of a minimum of 5 institutional grant applications per year focused on our thematic and geographic priorities.

STRATEGIC PRIORITY 4:

SUSTAINABLE FUNDRAISING

Grow and diversify CBM Ireland's public fundraising revenue providing the highest standards of donor care.

We need to grow and diversify CBM Ireland's public fundraising revenue each year to 2030 through targeted acquisition, retention, and brand-building activities, ensuring all costs are covered and a sustainable increase in funds sent overseas.

Fundraising income is the financial engine that fuels mission impact; without growth, especially in a competitive and evolving market, the organisation risks erosion of capacity to deliver programmes/actions to achieve our mission. Rising operational costs and inflationary pressures require that income grows faster than costs to free funds for international partners.

Building and evolving the brand and digital presence is critical to engage new, younger donors and to refresh our donor base. We need to maximise the funds we deliver programmes with overseas. We can aid this by reducing costs and increasing cost recovery through a growing institutional funding/grants income stream to reduce pressure on publicly raised funds.

Each year, a larger volume and percentage of our income will be sent to Global South contexts, directly powering transformative projects.

- **Indicator 1:** Year-on-year increase in total public fundraising income.
- **Indicator 2:** Percentage of publicly fundraised income remitted overseas rises annually.
- **Indicator 3:** Acquisition of new donors and supporters and how well we retained them.
- **Indicator 4:** Reduction in non-fundraising costs covered by public funds.
- **Target 1:** Achieve a 7% year-on-year growth in public fundraising income over the next five years to reach €1m by 2030.
- **Target 2:** Increase the proportion of income sent overseas to partners by 5% each year.
- **Target 3:** Recruit 300 new regular givers each year, with retention rates over initial two years after sign-up are at a minimum of 50%.
- **Target 4:** Non-fundraising costs covered by public fundraising reduces by 5% annually.

STRATEGIC PRIORITY 5:

CLEAR IDENTITY

Develop and embed a refreshed and clear identity that is supported by all parts of the organisation.

Over the course of this strategy, we will develop and embed a refreshed and clear identity that represents the evolution of the organization from eyesight to disability rights, while remaining respectful of our tradition and history.

With a new global strategy, CBM has significantly broadened the scope of work where previously the focus has been on eye-care and a service delivering model. CBM Ireland now requires an identity that aligns across fundraising, programmes and advocacy, that appeals to individual donors but better reflects the breadth of work CBM Ireland does.

In 2030, we will have a recognisable name that clearly expresses CBM Ireland's identity as a disability and eye-health organization. We will have cross-departmental clarity on how we articulate our purpose.

- **Indicator 1:** We have successfully transitioned to a new identity that represents the organisation in a manner that resonates with our supporters and wider public.
- **Indicator 2:** We have strong name and brand recognition under a new identity.
- **Indicator 3:** We have agreed a clear organisational fundraising purpose to the public that is supported by the whole team.
- **Target 1:** An agreed new organisational identity that represents the evolution of CBM from an eye-care charity to a disability rights organisation, while retaining a connection to our past.
- **Target 2:** A name and brand recognition under a new identity that returns to and exceeds levels of that of CBM Ireland (as of 2025) by 2030.
- **Target 3:** Organisational infrastructure is modernized to support and maximise the potential of the new identity and leading to increasing public support for the organisation.

STRATEGIC PRIORITY 6:

RESILIENT ORGANISATION

Ensure we have the necessary and effective infrastructure, people, systems and support functions in place to deliver on our purpose and strategic objectives.

Building a resilient organisation with the right skills and processes is fundamental to CBM Ireland's mission and sustainability. Staff are attracted not just by pay, but by work culture, flexibility, opportunities to learn, and feeling valued.

Consistent investment in people and systems allows us to remain agile, effective, and true to our values as we grow and adapt. As a small organisation, we are particularly vulnerable to the impact of staff departures but also limited in respect of our capacity to absorb new technologies and good practice. We need strong yet efficient systems in finance and programmes, to continue to be fit for purpose.

As a disability focused organization, we become a more authentic and representative organization by creating a culture and embedding systems and processes which ensure we are an attractive place to work for people with disabilities.

- **Indicator 1:** Staff turnover rates are reduced with retention of valued staff.
- **Indicator 2:** Utilisation of annual staff training budget, with evidence of upskilling and career moves within the organisation.
- **Indicator 3:** Digital infrastructure continually improved to enable strengthened systems, processes and knowledge management.
- **Target 1:** Maintain staff below the national nonprofit sector average by 2030, eliminating avoidable and unwanted departures.
- **Target 2:** Utilise at least 80% of allocated training and development budget each year, ensuring every staff member completes at least one upskilling or career development activity annually.
- **Target 3:** Annual staff-wide review of systems carried out and critical improvements workplan implemented to support strategy delivery.

OUR VISION

Our vision is an inclusive world in which all people with disabilities enjoy their human rights and achieve their full potential.

OUR VALUES

We champion inclusion.
We strive for justice.
We pursue excellence.
We embrace partnership.
We live with integrity.

OUR LONG TERM GOALS

Goal 1:

Claiming rights

People with disabilities are more equipped and resourced to claim their rights

Goal 2:

Holding those in power to account

Those in power are held to account by the disability movement with their allies

OUR MISSION

We are committed to our mission of fighting to end the cycle of poverty and disability.

HOW WE WORK

- **Programming with our partners:** from community to national level
- **Advocacy:** Achieving systemic policy change
- **External advisory:** Helping others make inclusion a reality

PRECONDITIONS FOR INCLUSION

- Non-Discrimination
- Assistive Technology
- Support Services
- Accessibility

OUR CORE AREAS OF WORK

- Inclusive Eye Health (IEH), Neglected Tropical Diseases (NTDs), Mental Health (MH) and other physical conditions
- Disaster risk reduction, climate change adaptation and humanitarian action
- Inclusive livelihoods
- Inclusive Education

PRINCIPLES

- Partnership with and accountability to the disability movement
- Working with those most left behind, the most at-risk, especially under-represented groups
- Ensure the preconditions for inclusion in everyday life are in place.
- Shifting decision-making power to partner organisations and local communities.

OUR STRATEGIC PRIORITIES FOR 2026-2030

1. Bigger Impact

Disability inclusive impact and healthcare access

2. Better Partnerships

Build and sustain diverse, high-value partnerships

3. More Institutional Funds

Strategically grow and diversify grant-funded income streams

4. Brilliant Fundraising

Grow and diversify CBM Ireland's public fundraising

5. Clear Identity

Develop and embed a refreshed and clear identity that is supported by all parts of the organization

6. Resilient Organisation

Ensure we have the necessary and effective infrastructure, people, systems and support