

Store 1

Task Name	Jun				Jul				Aug				Sep				Oct					
	Jun 3	Jun 10	Jun 17	Jun 24	Jul 1	Jul 8	Jul 15	Jul 22	Jul 29	Aug 5	Aug 12	Aug 19	Aug 26	Sep 2	Sep 9	Sep 16	Sep 23	Sep 30	Oct 7	Oct 14	Oct 21	Oct 28
Fixed Location Store 1 -Open 9/1/2012	Fixed Location Store 1 -Open 9/1/2012																					
Tentative site location	Tentative site location																					
Site approval by president/lease signed					Site approval by president/lease signed																	
Construction and renovation					Construction and renovation																	
Equipment/furniture ordered/purchased									Equipment/furniture ordered/purchased													
Equipment/furniture arrive									Equipment/furniture arrive													
Recruitment					Recruitment																	
Hiring					Hiring																	
Training									Training													
Outreach for Store 1	Outreach for Store 1																					
Van purchased													Van purchased									
Van equipment purchased													Van equipment purchased									
Outfit vans with branding/equipment													Outfit vans with branding/equipment									
Van on the road													Van on the road									
Marketing and Promotions- Ongoing	Marketing and Promotions- Ongoing																					
Flier distribution													Flier distribution									
Advertising													Advertising									

Stores 2 and 3

Task Name	Feb				Mar				Apr				May			
	Feb 3	Feb 10	Feb 17	Feb 24	Mar 3	Mar 10	Mar 17	Mar 24	Mar 31	Apr 7	Apr 14	Apr 21	Apr 28	May 5	May 12	May 19
<input checked="" type="checkbox"/> Fixed Location Stores 2 and 3 -Open 5/1/2013	Fixed Location Stores 2 and 3 -Open 5/1/2013															
Tentative site location	■ Tentative site location															
Site approval by president/lease signed	■ Site approval by president/lease signed															
Construction and renovation	■ Construction and renovation															
Equipment/furniture ordered/purchased	■ Equipment/furniture ordered/purchased															
Equipment/furniture arrive	■ Equipment/furniture arrive															
Recruitment	■ Recruitment															
Hiring	■ Hiring															
Training	■ Training															
<input checked="" type="checkbox"/> Outreach for Stores 2 and 3	■ Outreach for Stores 2 and 3															
Van purchased	■ Van purchased															
Van equipment purchased	■ Van equipment purchased															
Outfit vans with branding/equipment	■ Outfit vans with branding/equipment															
Van on the road	■ Van on the road															
<input checked="" type="checkbox"/> Marketing and Promotions- Ongoing	■ Marketing and Promotions- Ongoing															
Flier distribution	■ Flier distribution															
Advertising	■ Advertising															

Store 4

Task Name	May					Jun				Jul				Aug				
	Apr	May 5	May 12	May 19	May 26	Jun 2	Jun 9	Jun 16	Jun 23	Jun 30	Jul 7	Jul 14	Jul 21	Jul 28	Aug 4	Aug 11	Aug 18	Aug 25
<input checked="" type="checkbox"/> Fixed Location Store 4 - Open 8/1/2013	Fixed Location Store 4 - Open 8/1/2013																	
Tentative site location	Tentative site location																	
Site approval by president/lease signed	Site approval by president/lease signed																	
Construction and renovation	Construction and renovation																	
Equipment/furniture ordered/purchased	Equipment/furniture ordered/purchased																	
Equipment/furniture arrive	Equipment/furniture arrive																	
Recruitment	Recruitment																	
Hiring	Hiring																	
Training	Training																	
<input checked="" type="checkbox"/> Outreach for Store 4	Outreach for Store 4																	
Van purchased	Van purchased																	
Van equipment purchased	Van equipment purchased																	
Outfit vans with branding/equipment	Outfit vans with branding/equipment																	
Van on the road	Van on the road																	
<input checked="" type="checkbox"/> Marketing and Promotions-Ongoing	Marketing and Promotions-Ongoing																	
Flier distribution	Flier distribution																	
Advertising	Advertising																	

Store 5

Task Name	Aug					Sep					Oct				Nov			
	Jul	Aug 4	Aug 11	Aug 18	Aug 25	Sep 1	Sep 8	Sep 15	Sep 22	Sep 29	Oct 6	Oct 13	Oct 20	Oct 27	Nov 3	Nov 10	Nov 17	Nov 24
<input type="checkbox"/> Fixed Location Store 5 -Open 11/1/2013															Fixed Location Store 5 -Open 11/1/2013			
Tentative site location		Tentative site location																
Site approval by president/lease signed						Site approval by president/lease signed												
Construction and renovation								Construction and renovation										
Equipment/furniture ordered/purchased										Equipment/furniture ordered/purchased								
Equipment/furniture arrive												Equipment/furniture arrive						
Recruitment								Recruitment										
Hiring								Hiring										
Training												Training						
<input type="checkbox"/> Outreach for Store 5															Outreach for Store 5			
Van purchased												Van purchased						
Van equipment purchased												Van equipment purchased						
Outfit vans with branding/equipment													Outfit vans with branding/equipment					
Van on the road																Van on the road		
<input type="checkbox"/> Marketing and Promotions - Ongoing																		
Flier distribution																		
Advertising																		

Stores 6 and 7

Task Name	Nov				Dec				Jan				Feb				Mar					
	Nov 3	Nov 10	Nov 17	Nov 24	Dec 1	Dec 8	Dec 15	Dec 22	Dec 29	Jan 5	Jan 12	Jan 19	Jan 26	Feb 2	Feb 9	Feb 16	Feb 23	Mar 2	Mar 9	Mar 16	Mar 23	
Fixed Location Stores 6 and 7 -Open 1/31/2014																						
Tentative site location	■	Tentative site location																				
Site approval by president/lease signed					■	Site approval by president/lease signed																
Construction and renovation							■	Construction and renovation														
Equipment/furniture ordered/purchased										■	Equipment/furniture ordered/purchased											
Equipment/furniture arrive											■	Equipment/furniture arrive										
Recruitment																						
Hiring																						
Training																						
Outreach for Stores 6 and 7																						
Van purchased																						
Van equipment purchased																						
Outfit vans with branding/equipment																						
Van on the road																						
Marketing and Promotions- Ongoing																						
Flier distribution																						
Advertising																						

Stores 8 and 9

Task Name	Feb				Mar					Apr				May			
	Feb 2	Feb 9	Feb 16	Feb 23	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30	Apr 6	Apr 13	Apr 20	Apr 27	May 4	May 11	May 18	May 25
<input type="checkbox"/> Fixed Location Stores 8 and 9 -Open 5/1/2014														Fixed Location Stores 8 and 9 -Open 5/1/2014			
Tentative site location	■ Tentative site location																
Site approval by president/lease signed	■ Site approval by president/lease signed																
Construction and renovation	■ Construction and renovation																
Equipment/furniture ordered/purchased	■ Equipment/furniture ordered/purchased																
Equipment/furniture arrive	■ Equipment/furniture arrive																
Recruitment	■ Recruitment																
Hiring	■ Hiring																
Training	■ Training																
<input type="checkbox"/> Outreach for Stores 8 and 9														Outreach for Stores 8 and 9			
Van purchased	■ Van purchased																
Van equipment purchased	■ Van equipment purchased																
Outfit vans with branding/equipment	■ Outfit vans with branding/equipment																
Van on the road	■ Van on the road																
<input type="checkbox"/> Marketing and Promotions- Ongoing																	
Flier distribution	■ Flier distribution																
Advertising	■ Advertising																

Store 10

Task Name	May					Jun				Jul				Aug				Sep					
	Apr	May 4	May 11	May 18	May 25	Jun 1	Jun 8	Jun 15	Jun 22	Jun 29	Jul 6	Jul 13	Jul 20	Jul 27	Aug 3	Aug 10	Aug 17	Aug 24	Aug 31	Sep 7	Sep 14	Sep 21	Se
Fixed Location Store 10 -Open 8/1/2014	Fixed Location Store 10 -Open 8/1/2014																						
Tentative site location	Tentative site location																						
Site approval by president/lease signed	Site approval by president/lease signed																						
Construction and renovation	Construction and renovation																						
Equipment/furniture ordered/purchased	Equipment/furniture ordered/purchased																						
Equipment/furniture arrive	Equipment/furniture arrive																						
Recruitment	Recruitment																						
Hiring	Hiring																						
Training	Training																						
Outreach for Store 10	Outreach for Store 10																						
Van purchased	Van purchased																						
Van equipment purchased	Van equipment purchased																						
Outfit vans with branding/equipment	Outfit vans with branding/equipment																						
Van on the road	Van on the road																						
Marketing and Promotions-Ongoing	Marketing and Promotions-Ongoing																						
Flier distribution	Flier distribution																						
Advertising	Advertising																						



Scaling BoPtical Care Hub Model in India
Grant No. AID-OAA-G-12-00016

Milestone Two Completion – Award date + 3 Months – Reimbursement Request - \$58,535
September 1, 2012-Novemembr 15, 2012

Store # 1
Karnal, India

Open September 1, 2012



Outreach Work
Fully Operational September 15, 2012





Scaling BoPtical Care Hub Model in India
Grant No. AID-OAA-G-12-00016

Baseline Performance Indicators

Karnal Location	September 1-November 1
Number of Glasses Sold	1,719
Revenue from Glasses Sales	\$10,827
Gross Margins	\$5,656
Average Unit Price	\$6.30
Number of vision screenings conducted	>5,000
Profitability	\$79,513

Performance Assessment

The retail hub location in Karnal, India opened on September 1st with outreach efforts fully operational by September 15th. Preliminary data reflects that the outreach efforts conducted in peri-urban areas surrounding Karnal have been outperforming sales at the retail location. Unit sales and revenue exceeded projections with average unit price slightly lower due to the higher than expected sales through outreach –the price points at vision campaigns are lower than at the retail location in Karnal. The profitability is slightly lower than projected and can be attributed to higher build out costs for the retail location in Karnal. Initial data after the first two months of operation indicate that the performance of the Karnal BoPtical retail hub and outreach spokes are inline with expectations and on track to be selling more than 1,000 pairs a month by February.

Report on Operations

In addition to the mobile outreach work, VisionSpring forged a partnership with a local hospital near Karnal, Arpana Hospital, and established an on-site retail location within the hospital to accommodate the eyewear needs of individuals visiting the eye hospital. VisionSpring is now offering free vision screenings both through our outreach efforts and at our retail location in Karnal. Late last month VisionSpring introduced a 99 rupee pair of reading glasses (\$1.80) available at the store in Karnal and through outreach campaigns and at Arpana. Plans for the second and third retail hub locations are likely to include slightly smaller sized retail locations in an effort to keep build out costs to a minimum.



Scaling BoPtical Care Hub Model in India
Grant No. AID-OAA-G-12-00016

BoPtical Retail Hub – Karnal, India



Outreach in Haryana, India



Scaling BoPtical Care Hub Model in India
Grant No. AID-OAA-G-12-00016





Scaling BoPtical Care Hub Model in India
Grant No. AID-OAA-G-12-00016

Key Performance Indicators

Performance Indicator	Milestone One (baseline)	Milestone Two
Pairs of glasses sold	1,719	4,915
Revenue from glasses sales	\$10,827	\$29,720
Gross margins	\$5,656	\$15,015
Average unit price	\$6.30	\$6.05
Vision screenings	>5,000	>12,000
Profitability	(\$79,513)	(\$92,000)

Performance Assessment

During the milestone period (November 16-January 31) glasses sales exceeded the original target of 3,640. The remaining performance indicators were in line with expectations. Preliminary sales projections for February indicate that while it is the shortest month of the year, it will be the strongest month of sales since launching operations.

Report on Operations

The second and third retail locations, with corresponding outreach, are on track to be fully operational by the end of May. Based on the success of our collaboration with Arpana hospital in Karnal, VisionSpring is exploring the possibility of designating one of the next retail locations as an on-site optical shop located within a hospital or surgery center. Within this framework the optical shop located in the hospital or surgery center will function as a hub with outreach work conducted from that central location. Outreach work will continue to be conducted a minimum of 22 days every month. During the milestone period VisionSpring began a basic marketing campaign for the Hub Store in Karnal, distributing flyers advertising prices of glasses, free vision screenings, and the importance of proper eye care.

Report on Milestone Four

Week of April 22nd

VisionSpring opens two new hub-and-spoke locations in Paniput and Pratapgarh



Performance Indicators	Previous Milestone Sept '12 - Jan '13	Current Milestone Feb '13 - Apr '13	Cumulative Results Sept '12 - Apr '13
Pairs of Glasses Sold	4,915	4,366	9,281
Revenue from Glasses Sales	\$29,720	\$25,944	\$55,664
Gross Margins	\$15,015	\$9,115	\$24,130
Average Unit Price	\$6.05	\$6.00	\$6.00
Vision Screenings	12,956	8,352	21,308
Profitability	(\$90,519)	(\$42,198)	(\$129,875)

Performance Assessment and Report on Operations

Operations in Karnal, India continue to perform in line with expectations, or exceeding projections. Glasses sales during the current milestone period (February-April) surpassed the target of 3,310 pairs sold by 1,056, and cumulative sales exceeded original projections by 2,331 pairs. In addition, the total cumulative loss was projected to be \$154,672- our current cumulative loss, including all capital and non-capital expenses is only \$129,875.

In late April, VisionSpring opened up two additional hub locations in Paniput and Pratapgarh (see attachment A for map of new locations) each located on-site in a surgery center. Every hub located in a surgery center or hospital operates in a similar manner as a free standing hub location with outreach conducted in surrounding communities at least 22 days every month.

Prior to VisionSpring launching operations, the retail space at the location in Pratapgarh was vacant. VisionSpring was invited to open up an optical shop at the Paniput location because the retail presence there had been under performing and not adequately serving the needs of patients and consumers.

Two more hub-and-spoke locations, with hub shops located within surgery centers, will be opening in June bringing VisionSpring's total hub-and-spoke units in operation to five. In recognition of the reduction in initial investment required to open locations in surgery centers and hospitals, VisionSpring has offered to open two retail locations in surgery centers or hospital, for every hub shop commitment outlined in milestone deliverables. VisionSpring will continue to open freestanding hub shop locations when there is maximum opportunity for impact including optimal market conditions and potential for increased visibility.

At all of our locations VisionSpring has introduced a plastic, 99 rupee, pair of reading glasses that has been very well received by consumers.

Third Party Evaluation of Prescriptions

As part of milestone four deliverables, VisionSpring initiated a third party evaluation that involved randomized tests to asses the accuracy of prescription determination by our optometrists and verify that glasses are being dispensed appropriately. The evaluation, conducted by Dr. Smita Sharma OD and her team, included comprehensive exams of 200 of our customers who had received an exam from

VisionSpring. 93.5% of the prescriptions VisionSpring issued were 100% accurate, all of the prescriptions issued by our optometrists were within the acceptable variance outlined in VisionSpring’s proposal. In instances when the prescription determination differed slightly from Dr. Sharma’s assessment, VisionSpring provided our customers new glasses with the verified prescription free of charge. (See attachment B for a detailed report and the data from the 200 exams.)

Assessment of Relative Poverty Level of our Customers

While there is no definitive set of indicators that determines whether an individual is considered to be part of the Base of the Pyramid (BoP), VisionSpring defines a BoP consumer as someone living on less than \$2 a day. In order to assess our customer base, VisionSpring utilized the Grameen Foundation’s Out of Poverty Index, or PPI. VisionSpring conducted a total of 302 surveys of our customers at all of our locations, approximately 20% of the surveys were conducted at our hub location in Karnal, 30% at our location in Arpana Hospital, and 50% at vision campaigns. Every survey included the PPI questionnaire. Attachment C has the preliminary data detailing the PPI scores of our customers. The Grameen Foundation conducted analysis that determined that 65% of VisionSpring customers are living on less

than \$1.88 a day. Adjusted for purchasing parity power in India (\$1 = 25 rupees) this translates into 65% of VisionSpring customers live on less than 47 rupees a day. VisionSpring will continue to assess the relative poverty level of our customers in an effort to ensure our cross subsidization model is optimized to sustainably reach the BoP consumer.



New Hub-and-Spoke Locations



- ◆ Panipat
- ★ Pratapgarh

Attachment B

Study Type: Retrospective Study

Sample Size: 200

Location: Karnal (Hub, Outreach & Spoke)



At Hub: 50 samples taken and out of which 46 were given the required prescription only and 4 of them were found with the minor changes, so they can continue with VisionSpring's Prescription only.

At Outreach: 100 samples were taken, out of which 90 of them were having no bias and 9 of them were found with the minor changes but they can continue with VisionSpring's Prescription, and 1 of them needs to change the glasses as per the rechecked prescription of glasses.

At spoke: 50 samples were taken out of which none were found with the error, hence VisionSpring's Prescription was delivered with accuracy.

Attachment B



So, out of 200 sample size, the percentage of the accuracy was 93.5%.

The area of improvement where I feel is required is the time must be spent with the patients for the proper counseling, the norms of explaining the prescription should be well communicated.

The details of the 200 sample size is along with the report, hence please find the same for the reference.

Thanks & Regards,

Smita Sharma

Graduate in Optometry; Fellow L V Prasad Eye Institute, Hyderabad (INDIA)

Report on Milestone 5



Prepared by: Liz Smith
VisionSpring
322 Eighth Avenue
New York, NY 10001
USA
Phone: +1 212 375 2599
Email: esmith@visionspring.org

Performance Indicators	Milestone 3 Sept '12 - Jan '13	Milestone 4 Feb '13 - Apr '13	Milestone 5 May '13-July '13	Cumulative Results Sept '12 - July '13
Pairs of Glasses Sold	4,915	4,366	8,666	17,947
Revenue from Glasses Sales	\$29,720	\$25,944	\$50,067	\$105,731
Gross Margins	\$15,015	\$9,115	\$29,492	\$53,622
Average Unit Price	\$6.05	\$6.00	\$6.00	\$6.00
Vision Screenings	12,956	8,352	20,535	41,843
Profitability	(\$90,519)	(\$42,198)	(\$49,730)	(\$182,447)

Performance Assessment and Report on Operations

This month VisionSpring India will be launching an additional Hub-and-Spoke location in Ambala, Haryana with two more opening in mid-September –all of which will operate in collaboration with surgery centers and hospitals. India has an extensive network of eye hospitals, but very few of them adequately address the need for affordable eyeglasses. As VisionSpring began adapting our hub-and-spoke approach for the Indian market it soon became clear that the most effective strategy would be to collaborate with local eye hospitals by locating our optical-shop “hub” at a hospital or surgery center, transferring our knowledge and expertise to enhance hospital services while capitalizing on the hospital’s existing customer base.

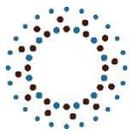
Over the past three months we have been conducting a successful outreach program in partnership with the All India Institute of Medical Sciences (AIIMS) hospital in New Delhi. AIIMS is a highly respected institution and has operated as a teaching hospital since 1956. As part of the extensive services AIIMS offers, the eye care department supports an outreach team that includes optometrists. VisionSpring was invited to participate in the outreach efforts as a retail partner and later this month we will open a hub that will compliment our existing work with AIIMS. The hub optical shop will be located in the same building as our main offices in Delhi which already act as an unofficial hub and home base for the AIIMS sales team.

With support from Development Innovation Ventures, VisionSpring is currently operating fully functioning Hub-and-Spoke locations in Karnal, Pratapgarh, Sonipat, Panipat, and Shahdara, Delhi. After nearly 4 weeks of less than optimal sales through our partnership with the Leprosy Mission Hospital (TLM) in Shahdara, Delhi, it soon became clear that the hospital does not have the client base to support our cross subsidization strategy and we cannot predict when the Hub-and-Spoke unit would become operationally profitable. As a result, we have decided to shift our support from Development Innovation Ventures to launch new Hub-and-Spoke locations in Fatehabad, Haryana and Pune, Maharashtra. VisionSpring is committed to adhering to our goal of establishing Hub-and-Spoke units that will achieve operational sustainability in 6 to 9 months and payback initial investment within 4 years. While we will likely maintain the optical shop within TLM for a few months to continue testing the market, with a long list of potential healthcare collaborations we made the decision to focus our energies on opening viable Hub-and-Spoke units that are more likely to reach our target of 700 pairs of glasses sold a month.

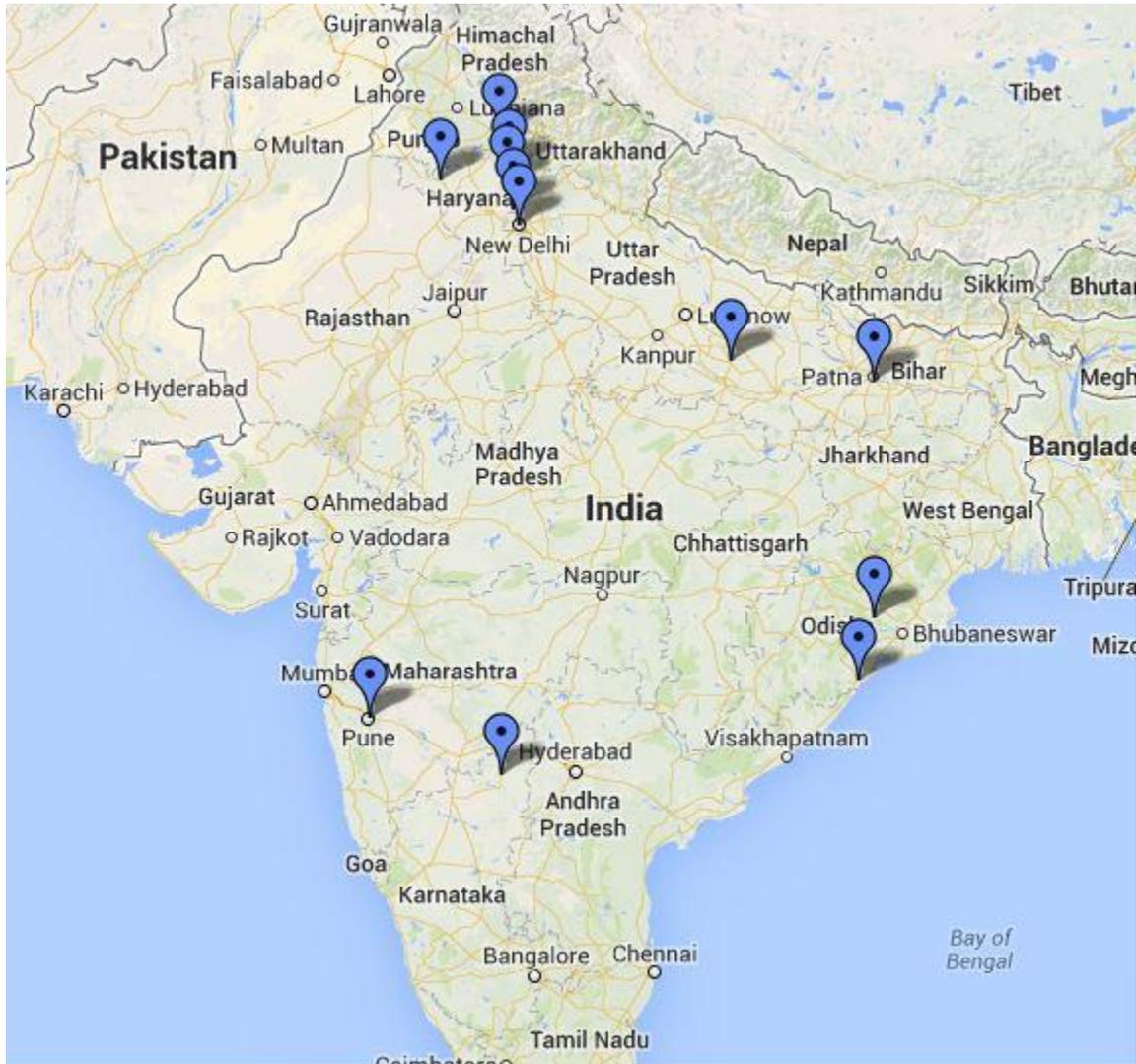
Cumulative sales across the five businesses have exceeded expectations by 3,087 pairs and our losses to date are 35% lower than our original projections. By Milestone 6, VisionSpring will have launched a two part customer feedback survey in order to gain a better understanding about the BoP consumer and provide statistical evidence that we are creating access to affordable eyeglasses where there was none before.

A year into the initiative, VisionSpring plans to have eight Hub-and-Spoke units in operation by mid-September, seven of which will be partnered with surgery centers and hospitals. We are confident that by the end of 2013 we will have demonstrated the potential to build a vibrant Indian optical industry that can sustainably activate the BoP market through a cross subsidization approach.





Report on Milestone 6



Prepared by: Liz Smith
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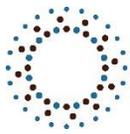
Performance Indicators	Milestone 4 Feb '13 - Apr '13	Milestone 5 May '13-July '13	Milestone 6 Aug '13-Oct '13	Cumulative Results Sept '12 - Oct '13
Pairs of Glasses Sold	4,366	8,666	11,803	29,750
Revenue from Glasses Sales	\$25,944	\$50,067	\$63,625	\$169,356
Gross Margins	\$9,115	\$29,492	\$34,674	\$88,296
Average Unit Price	\$6.00	\$6.00	\$5	\$6.00
Vision Screenings	8,352	20,535	32,732	74,575
Profitability	(\$42,198)	(\$49,730)	(\$73,060)	(\$255,507)

Performance Assessment and Report on Operations

Performance indicators include nine hub-and-spoke locations that have sufficient sales and revenue data, there are an additional three locations in various stages of launching. Collectively, the hub-and-spoke units surpassed glasses sales expectations and net loss is lower than anticipated. Our early assumption that hubs located within hospitals, or surgery centers, will achieve profitability in an accelerated timeframe with lower overhead and a built in customer base has proved accurate. VisionSpring is operating two freestanding hub-and-spoke locations in Karnal and Angul that are not situated in a surgery center or hospital, and at this time we are not planning on opening additional freestanding locations due to the challenge generating traffic.

Plans for 2014 include a greater emphasis on prescription sales both in the hubs and through outreach efforts. VisionSpring has been testing solutions to address prescription glasses delivery at our outreach sites, moving forward we will be incorporating a pre-cut lens strategy that will serve 80% of prescription customers into all of our outreach work. The pilot phase involved two sets of prescription frames for customers to choose from on-site at outreach campaigns, during 2014 we anticipate expanding that offering to include additional frame options.

In October VisionSpring India hired an Associate Country Director, Anshu Taneja. Anshu spent five years with Johnson & Johnson India and more recently has consulted for Riders for Health in the UK after earning his MBA from Oxford University.



Results from Surveys

Surveys were conducted at both hub and spoke locations in Karnal, Panipat, Sonipat, and Pratapgarh during the months of September and October.

Progress Out of Poverty Index Results

- 69% of those visiting the hub locations were likely¹ to be living on less than \$1.88 a day, adjusted for purchasing parity power.
- 80% of customers visiting VisionSpring at an outreach location were likely to be living on less than \$1.88 a day, adjusted for purchasing parity power.
- At both the hub and outreach locations, 96% of customers were likely to be living on less than \$2.50 a day, adjusted for purchasing parity power.

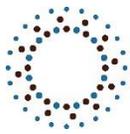
Customer Profile Results

For 66% of our customers the pair of glasses they purchased through VisionSpring were the first they have ever owned. 45% of spoke customers who bought their first pair of glasses from VisionSpring say the reason they did not purchase glasses sooner is because they had never had an eye exam.

30% of our customers purchased glasses from VisionSpring because of the convenience of our locations -26% cited the affordable price and 20% the quality of the products and services offered.

Only about half of respondents said there was another optical shop besides VisionSpring in their town. Another 13% know of a shop outside town, though many of them (33%) would need to travel at least 3 hours to reach the nearest alternative. Most respondents consider VisionSpring more affordable than other optical shops (60%).

¹ Likely is defined as high and medium probability



Ophthalmological Report

Sample Size: 550 (See Attachment A)

Age Group: 5 – 85 (in years)

Location: Karnal, Panipat, Sonipat and Ambala (Hub, Spoke & Outreach)

At Hub: 50 samples taken and out of which 46 were given with the required prescription only and 4 of them were found with the change in their prescription require, so they needs to change the glasses as per the new prescription only.

At Spoke: 300 samples were taken out of which 15 of the found with the error; hence the prescription detected with error needs to change the glasses as per the new prescription

At Outreach: 200 samples were taken and out of them 181 got the glasses as per the required prescription of them, out of which 19 of them found with the minor changes, so they needs to change the glasses and rest others can continue with the same prescription.

So, out of 550 sample size; the percentage of the accuracy is 93.1%.

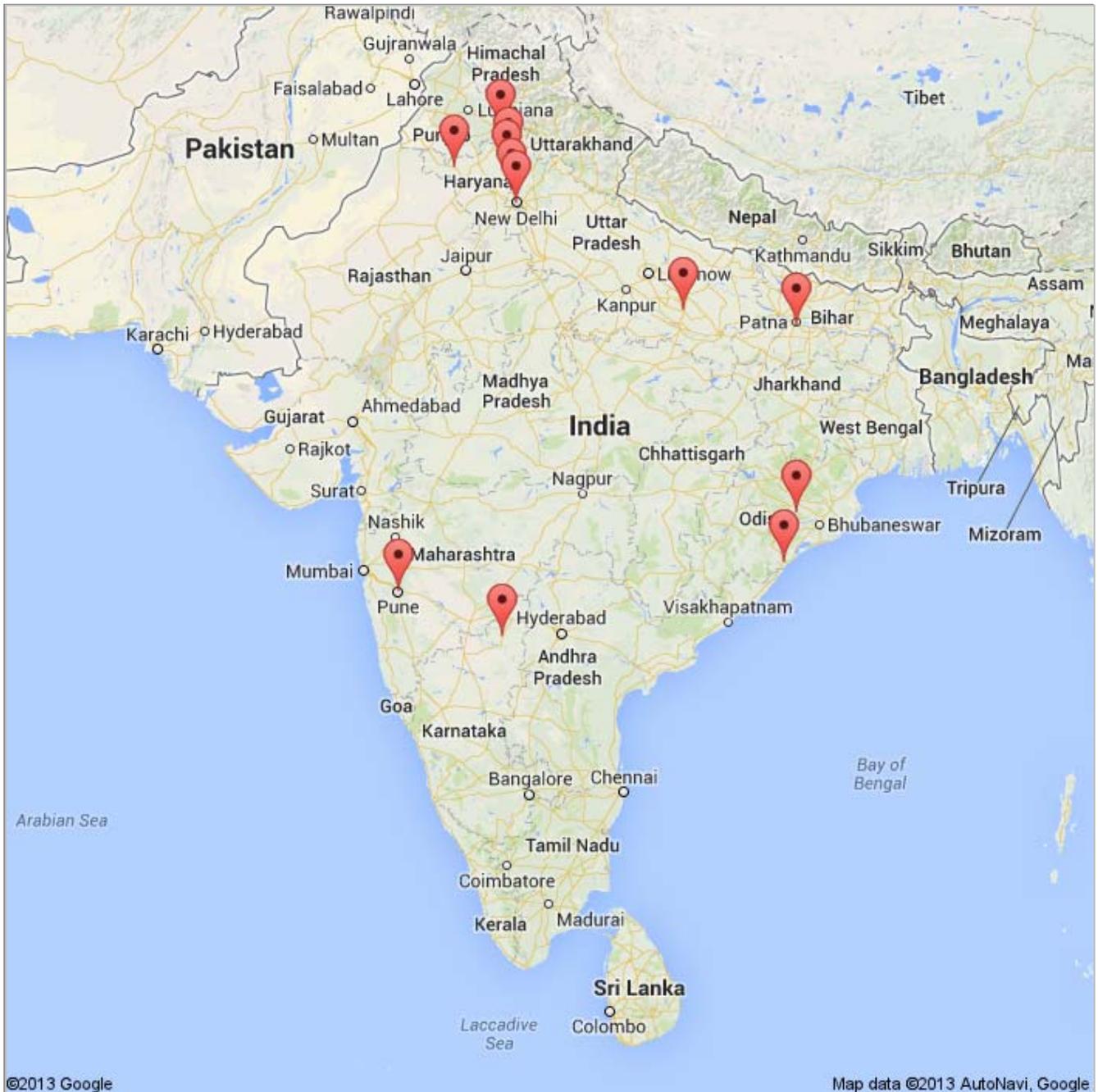
The glasses prescribed by the VisionSpring to the community are within the normal limit and with the required accuracy. VisionSpring is reaching to the rural community and doing and dispensing the glasses as per need.

Best Regards,

Dr. Prabhati Mukherji

Community Ophthalmologist

Consultant Eye Hospital, New Delhi



Hub and Spoke Locations

Public · 21 views
Created on Jul 24 · By Liz · Updated 2 days ago

-  Karnal
Freestanding location with a partnership with Arpana Hospital.
-  Panipat
Hub located within Navjeevan Hospital
-  Sonipat
Hub located within Arya Hospital
-  Pratapgarh
Hub located within Saraswati Eye Hospital

-  Delhi
Outreach in partnership with All India Institute of Medical Sciences (AIIMS) and small freestanding hub located in same building as main offices in Delhi.
-  Ambala
-  Fatehabad
Hub located within government hospital
-  Pune
Hub in Pharande Eye Hospital
-  Angul
freestanding location
-  Behrampur
-  Gulbarga
-  Patna

Report on Milestone 7

Performance Indicators	Milestone 5 May '13-July '13	Milestone 6 Aug '13-Oct '13	Milestone 7 Nov '13-Jan '14	Cumulative Results Sept '12 - Jan '14
Pairs of Glasses Sold	8,666	11,803	15,298	45,048
Revenue from Glasses Sales	\$50,067	\$63,625	\$66,185	\$235,541
Gross Margins	\$29,492	\$34,674	\$34,769	\$123,065
Average Unit Price	\$6	\$5	\$5	\$5
Vision Screenings	20,535	32,732	33,556	108,131
Profitability	(\$49,730)	(\$73,060)	(\$86,767)	(\$342,274)

Performance Assessment and Report on Operations

VisionSpring India has exceeded all performance indicator targets for this milestone period. We are continuing to test sustainable outreach activities and, in addition to our hub-and-spoke model, we have begun to incorporate our work into partner medical outreach teams. We have two such efforts and with each partnership a VisionSpring vision entrepreneur travels with the partner outreach team -that includes an optometrist, and brings a wide selection of glasses to sell on-site at the campaign. In order to achieve collective cost coverage with our existing 12 locations we continue to refine our outreach work conducted via vans outfitted as mobile optical shops. VisionSpring India will be opening six new hub locations by July 2014 and will place an emphasis on identifying sites that can reach profitability at an accelerated pace.

**Report on Milestone 8
July 18, 2014**

A. Performance Indicators

Performance Indicators	Milestone 6 Aug '13-Oct '13	Milestone 7 Nov '13-Jan '14	Milestone 8 Feb '14-Apr '14	Cumulative Results Sept '12 - Apr '14
Pairs of Glasses Sold	11,803	15,298	22,089	67,157
Revenue from Glasses Sales	\$63,625	\$66,185	\$99,318	\$334,859
Gross Margins	\$34,674	\$34,769	\$59,744	\$182,809
Average Unit Price	\$5	\$5	\$4	\$5
Vision Screenings	32,732	33,556	25,371	133,502
Profitability	(\$73,060)	(\$86,767)	(\$20,311)	(\$362,585)

Performance Assessment and Report on Operations

VisionSpring India has exceeded all performance indicator targets for this milestone period. We are on target to open another four locations by the end of June 2014, for a total of 16 locations. Two of these locations will be independent VisionSpring shops and two will be located within surgery centers. We continue to test sustainable outreach activities. In this milestone period, we made the decision to cease the operation of independent mobile vans and instead focus on incorporating our outreach work into partner outreach medical teams – bringing an optometrist and a wide selection of glasses into outreach communities. This decision was taken after observing that the independent vans were not producing the same level of results as the collaborative partner outreach activities.

B. Evaluation Indicators

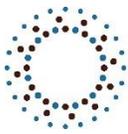
Progress Out of Poverty and Customer Profile

Results from Surveys

Surveys were conducted at both hub and spoke locations in Karnal, Sonipat, Panipat or Pratapgarh during the months of May and June 2014.

Progress Out of Poverty Index Results

- 66% of all customers had a high likelihood to be living on less than \$2.50 a day.



- 39% of all customers had a high likelihood of living on less than \$1.88 a day.
- 77% of customers who bought VisionSpring glasses through a spoke (outreach campaign) have a high likelihood of living below the \$2.50 per day poverty line, compared to 54% of customers who bought VisionSpring glasses at an optical shop or hospital.

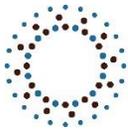
Customer Profile Results

For 61% of our customers the pair of glasses they purchased through VisionSpring were the first they have ever owned, a slight decrease from 66% of customers in the 2013 survey. 33% of customers who bought their first pair of glasses from VisionSpring say the reason they did not purchase glasses sooner is because they had never had an eye exam.

26% of our customers purchased glasses from VisionSpring because of the convenience of our locations -16% cited the affordable price and 30% the quality of the products and services offered.

62% of respondents said there was another optical shop besides VisionSpring in their town. Another 18% know of a shop outside town. This is an increase from 54% and 13% in 2013. However, many of those who do know of another shop say it would take three to six hours to travel to the nearest VisionSpring alternative (25% in 2013 and 50% in 2014).

73% of surveyed customers believe that VisionSpring glasses are either more or equally affordable than other optical shops. However, fewer customers surveyed in 2014 believe VisionSpring is more affordable than other optical shops (39%) compared to those surveyed in 2013 (60%).



Accuracy of Prescription

Survey report - India - VisionSpring

Sample size: 200

Age range: 5 to 80 years

Locations (outreach) surveyed:

- Saharanpur, Uttar Pradesh
- Padhana, Karnal, Haryana
- Kachwa, Karnal, Haryana
- Ramba, Karnal, Haryana
- Ganger, Karnal, Haryana

Results:

The Outreach team consisted of an optometrist (D. Optom) having approximately 5 years of experience, a dispenser (graduate) having more than 2 years of dispensing experience, and a driver (with a valid driving license). The outreach camps were organized at the locations mentioned above. The refraction was carried out in a semi-dark room with the help of the streak retinoscope at 6 meters (for distance vision) and nearly 33 cm for (for near vision). As part of the survey, the initial eye examination by the optometrist for all 200 people was cross-examined.

In this survey, a sample size of 200 people with refractive errors and presbyopic corrections was taken, and out of these, 180 people got the eye-glass prescription as per requirement. 4 people needed post-mydiatic refraction and were referred to the nearest hospital. 16 people required minor changes in eye-glass prescription on cross-examination. Thus, for the sample size of 200, the percentage of people requiring minor changes in eye-glass prescription was 8%.

Hence, we can conclude that VisionSpring is providing eye-glasses with an accuracy of more than 92%, which is a good clinical outcome among the rural outreach population. The success rate, when including minor adjustments as part of successful cases, grows from 92% to 99%.

Thus, VisionSpring is reaching the rural community and dispensing the eye-glasses as per need.

Thanking you,

Yours sincerely,

Dr. Prabhati Mukherji
Vaagan Eye Care Hospital
MBBS, MS, FGO
Reg. No.: 28366

Dr. Prabhati Mukherji
Community Ophthalmologist
Consultant Eye Hospital,
New Delhi, India

Date: 7th May 2014



S U R V E Y R E P O R T

VisionSpring (India) | July 2014

VisionSpring partnered with Good World Solutions (GWS) and the Labor Link platform to survey customers at their India-based optical shops and vision campaigns. The project was first launched in 2013 and was replicated in 2014, reaching nearly 200 customers each year. **This report is focused on the aggregate results across survey waves**, with comparisons across time where relevant. The continuation of the project gives VisionSpring a more robust data set to validate key assumptions of the VisionSpring model, demonstrate impact and assess change over time. **Survey results show that VisionSpring continues to reach customers who live below the \$2.50 per day poverty line, many of whom had never had an eye exam before visiting VisionSpring.** Results also suggest that optical shops are becoming more numerous in the surveyed areas and that most customers see VisionSpring's pricing as competitive with other shops.

Survey Results & Analysis

The survey's target audience included customers who purchased eyeglasses from a VisionSpring hub or spoke in Karnal, Sonipat, Panipat or Pratapgarh. 111 Customer Livelihood surveys and 93 Access and Affordability surveys were collected in 2013, and 83 and 90 were collected in 2014, respectively. Given VisionSpring's daily sales estimates at these locations, the survey participants represented approximately 45% of the target audience. **This strong response rate gives the data a high degree of reliability and allows for comparison across location (hubs vs. spokes) and survey years.** For more information on survey design and implementation and data reliability, please see Appendix A.



Full survey results can be found in the appendices and interactive graphics are available at www.mylaborlink.org. Key results fall into two categories: **Customer Livelihoods** and **Access & Affordability**.

1. Customer Livelihoods

Customers were asked questions from the Progress out of Poverty Index (PPI) – a set of 10 questions that together, yield a “poverty score” predicting the likelihood that someone is or is not in poverty. Questions ask about household size, education levels and people’s homes and possessions. Results show that many of VisionSpring’s customers in Karnal, Sonipat, Panipat and Pratapgarh live in poverty.

- **Most customers make less than USD \$2.50 per day.** According to their PPI scores, all customers surveyed are likely living above India’s national poverty line (28 Rupees per day), but 66% still earn less than \$2.50 per day¹. There is little difference in the distribution of PPI scores of customers surveyed in 2014 and those surveyed in 2013, suggesting that, overall, VisionSpring is reaching a similar population over time.

LIKELIHOOD OF POVERTY ▼

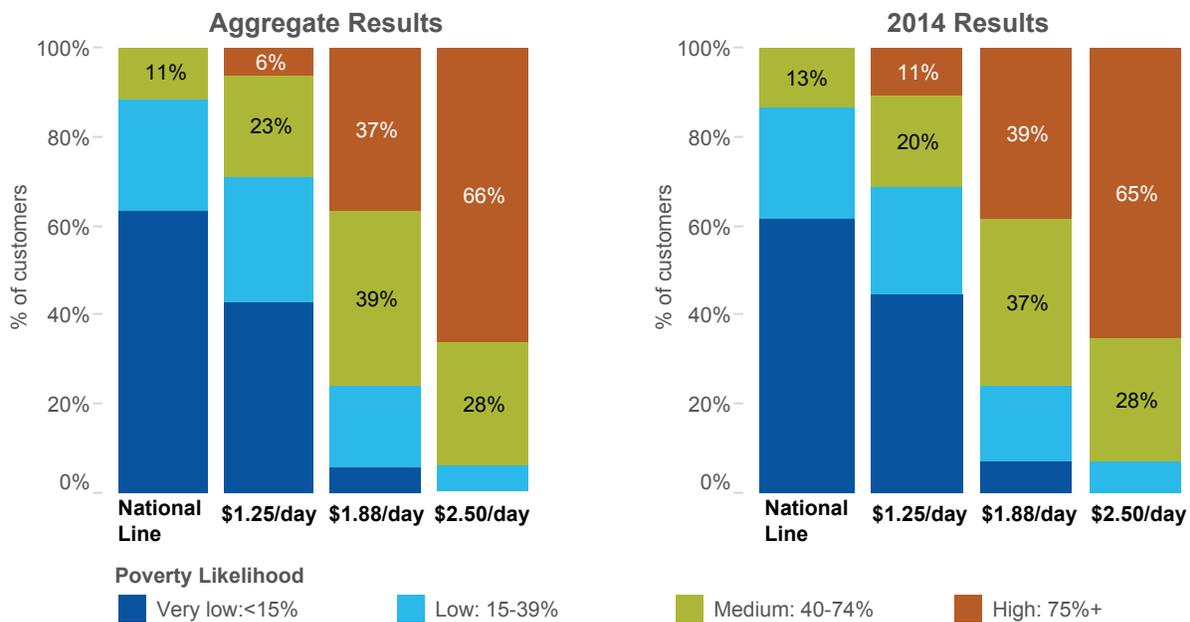


Fig. 1: PPI Rating based on India’s national poverty line and the \$1.25, \$1.88 and \$2.50 (2005 PPP) per day poverty lines

- **Customers reached through vision campaigns are worse-off than optical shop and hospital customers.** 77% of customers who bought VisionSpring glasses at a vision campaign have a high likelihood of living below the \$2.50 per day poverty

1. All numerical figures given are aggregate results unless otherwise stated.

line, compared to 54% of customers who bought VisionSpring glasses at an optical shop or hospital. This validates VisionSpring’s hub and spoke model for reaching poorer customers who live in more remote areas.

LIVELIHOODS: HUBS VS. SPOKES ▼

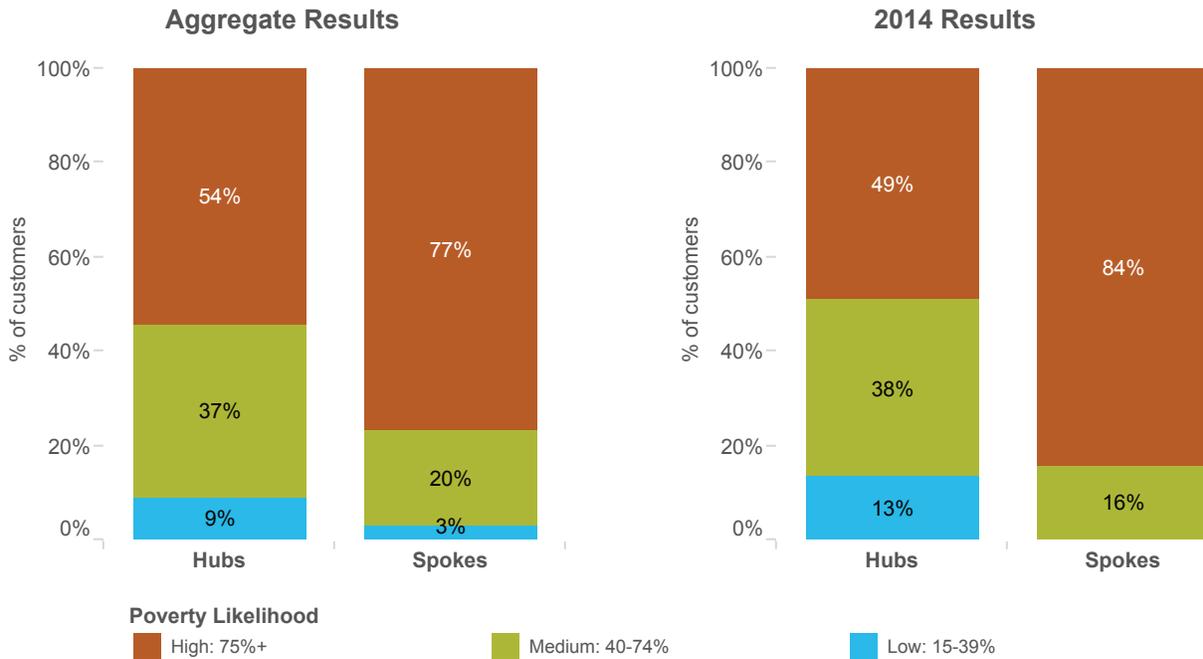


Fig. 2: PPI Rating based on \$2.50 (2005 PPP) per day poverty line

- **Education levels are low among VisionSpring customers.** Only 40% of surveyed customers live in a household in which the senior male household member advanced past middle school.

EDUCATION LEVELS ▼

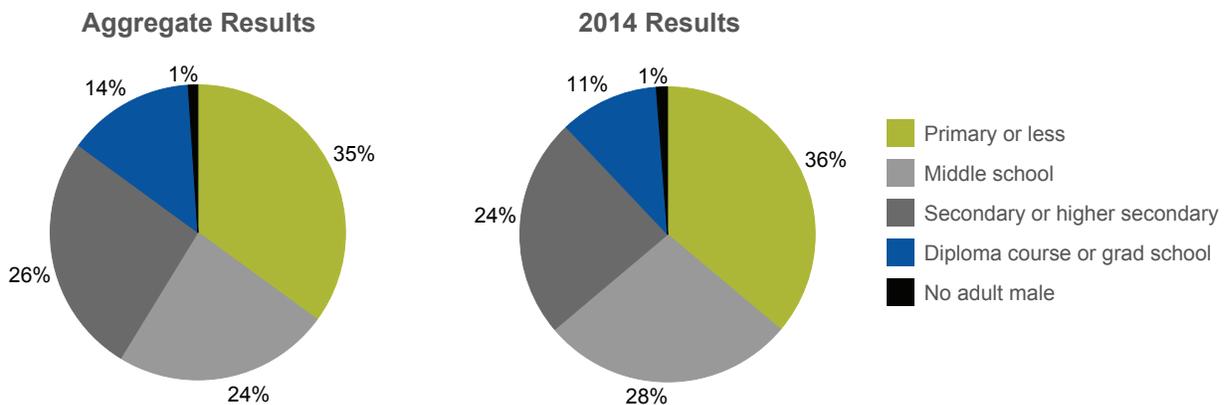


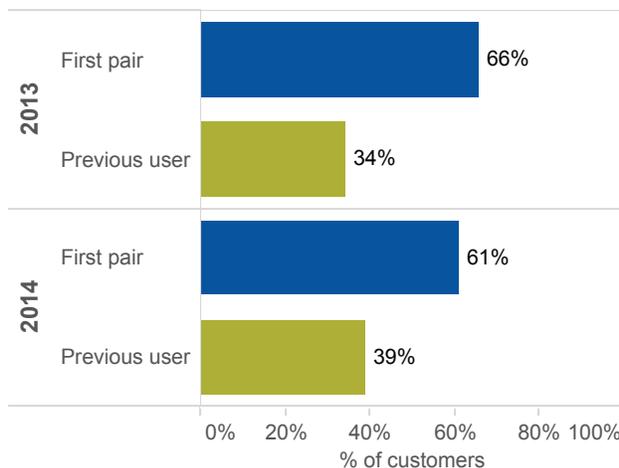
Fig. 3: Education level of male head of household

- **Nearly all customers have access to a mobile phone.** 98% of surveyed customers have a mobile phone in their household. Mobile phone ownership is just as high among spoke customers as hub customers.

2. Access & Affordability

VisionSpring aims to improve access to eyeglasses in communities traditionally under-served by the market. To find out more about other providers of eyeglasses in their target communities and how VisionSpring compares to these other options, customers were asked to participate in a Labor Link survey focused on Access and Affordability. Key results include:

- **Most customers are first-time wearers of eyeglasses.** Overall, 63% of those surveyed say the glasses they purchased from VisionSpring were the first pair they had ever owned. Customers who purchase their glasses at vision campaigns are more commonly first-time wearers (67% overall in 2013 and 2014) than those who buy them at a hospital or VisionSpring store (62%). The share of surveyed customers who are first time-wearers decreased slightly from 66% in 2013 to 61% in 2014.



◀ FIRST-TIME WEARERS

QUESTION:

Are your VisionSpring glasses the first pair of glasses you have ever owned?

Fig. 4: Share of respondents who are first-time wearers, 2013 vs. 2014

- **Many first-time wearers had never had an eye exam before visiting VisionSpring.** 34% of customers who bought their first pair of glasses from VisionSpring say the reason they did not purchase glasses sooner is because they had never had an eye exam (see Figure 5). This result remained constant across time.

FIRST-TIMER WEARERS: REASONS FOR NOT BUYING SOONER ▼

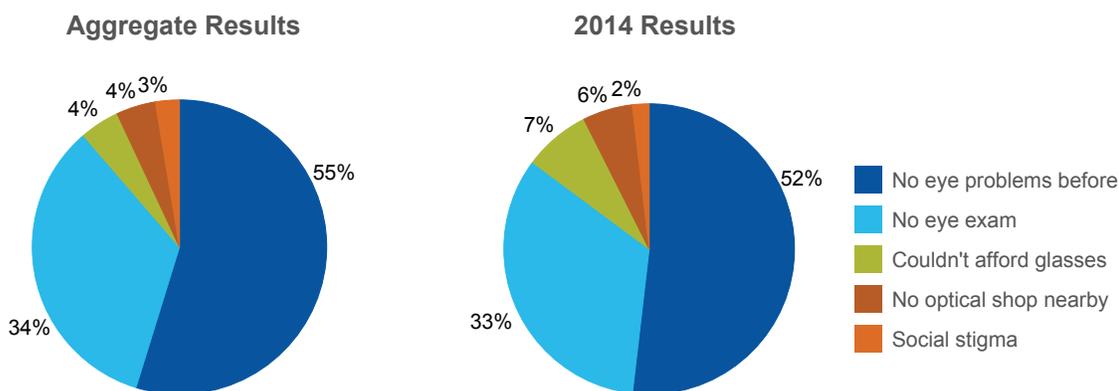
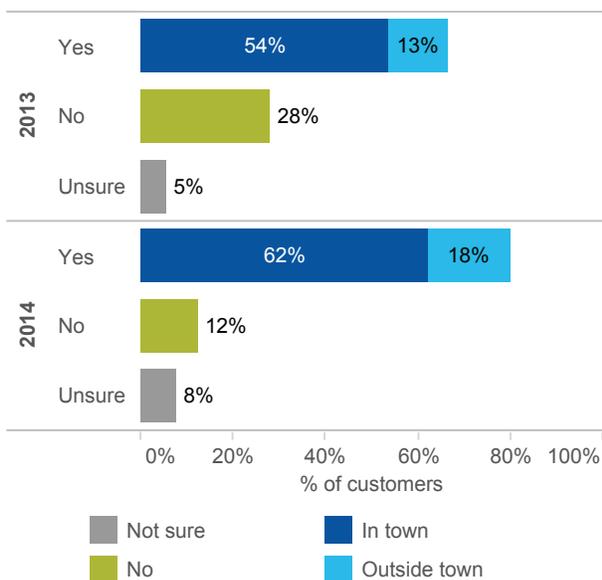


Fig. 5: Reasons first-time wearers did not buy glasses earlier

- **Customers are increasingly aware of other places to buy eyeglasses.** 67% of customers surveyed in 2013 reported knowing of another optical shop, either where they live or in another town. This increased to 80% of surveyed customers in 2014. However, many of those who do know of another shop say it would take three to six hours to travel to the nearest VisionSpring alternative (25% in 2013 and 50% in 2014).



◀ OTHER PLACES TO PURCHASE GLASSES

QUESTION:

Is there another place where you can purchase eyeglasses besides VisionSpring?

Fig. 6: Other glasses providers, by year

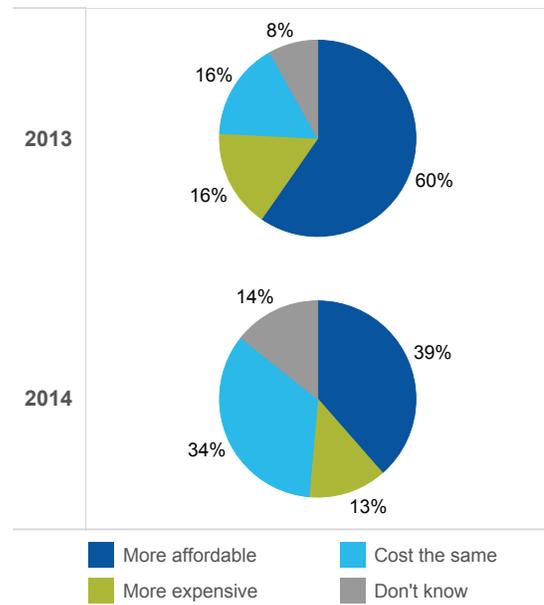
- **Most customers believe VisionSpring's prices are competitive with other optical shops.** However, fewer customers surveyed in 2014 believe VisionSpring is more affordable than other optical shops (39%) compared to those surveyed in 2013 (60%). See Figure 7.

AFFORDABILITY ►

QUESTION:

How affordable is VisionSpring compared to other shops?

Fig. 7: Affordability of VisionSpring compared to other shops, by year



- **Customers who used glasses before got them from another shop.** Three in four previous glasses users bought their last pair of glasses at another optical shop, and the majority bought their last pair less than a year ago.
- **Previous pair lost, broken or inadequate.** The main reasons for buying new glasses are because they were lost or broken (46%) or because the last pair never fully fixed the customer's vision (34%).
- **Word-of-mouth remains a key mechanism for building awareness among target customers.** 44% of customers surveyed in 2013 and 43% in 2014 first heard about VisionSpring from someone they know. VisionSpring advertising is also becoming increasingly important for attracting spoke customers, many of whom find out about VisionSpring vision campaigns through loudspeaker announcements made by the VisionSpring van as it passes through town (44% in 2014, up from 35% in 2013).
- **Customers choose VisionSpring for varying reasons.** Convenience, price and quality were the most common reasons customers gave for purchasing glasses from VisionSpring in both 2013 and 2014. However, quality became a more important factor for customers purchasing VisionSpring eyeglasses in 2014. See Figure 8.

▼ REASONS FOR PURCHASING

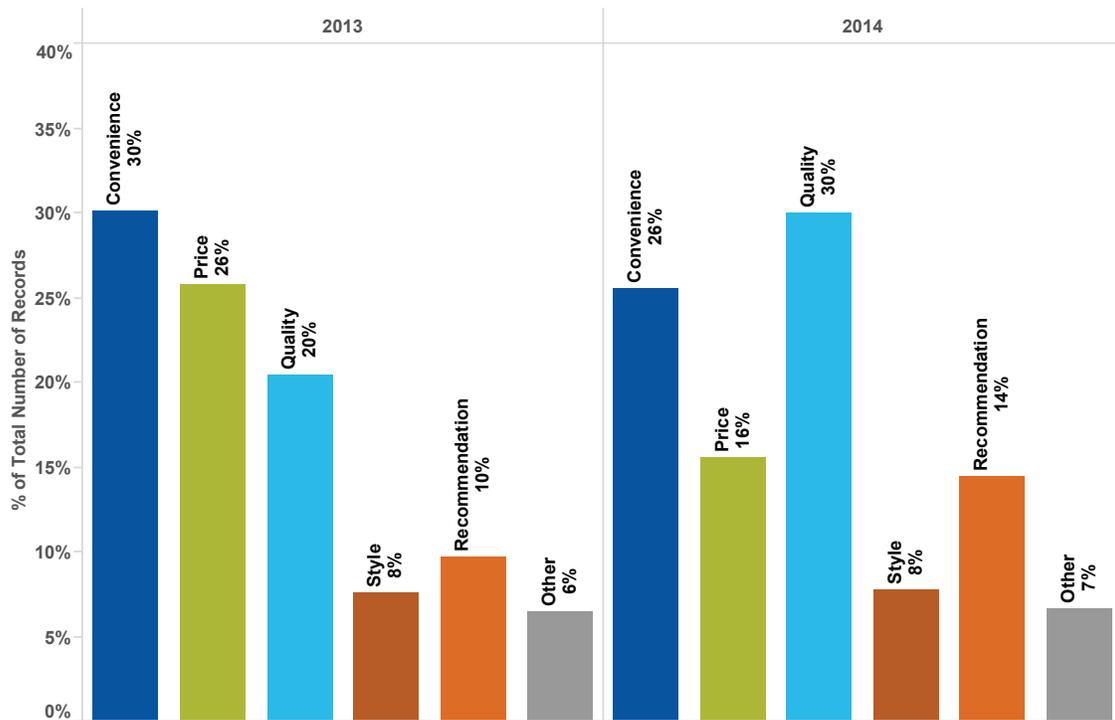
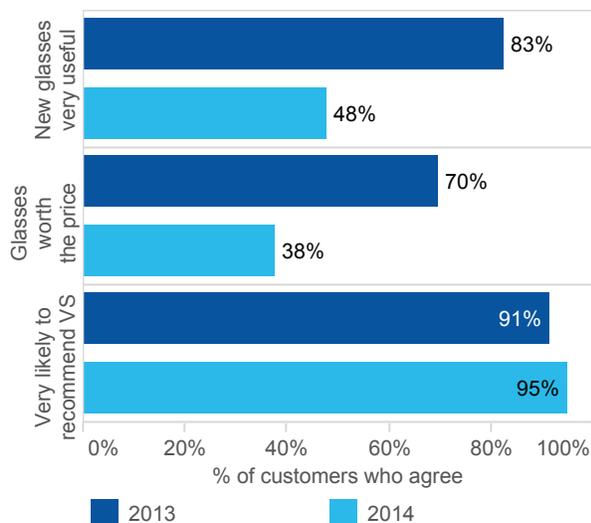


Fig. 8: VisionSpring competitive advantages, by year

Customer Satisfaction

VisionSpring customers that participated in the Access & Affordability survey had the chance to share their opinions of and experiences with their VisionSpring glasses approximately four weeks after their initial purchase in a third survey on Customer Satisfaction. Fewer customers in 2014 say their glasses are very useful in daily life than in 2013. Just as many, however, say they are very likely to recommend VisionSpring.



◀ CUSTOMER SATISFACTION

QUESTIONS:

How useful are your new glasses in your daily life?

Are you new glasses worth the money spent to purchase them?

How likely are you to recommend VisionSpring to family and friends?

Fig. 9: Share of customers who agree

Project Conclusions and Lessons Moving Forward

VisionSpring has demonstrated leadership by using technology to connect directly with members of their target consumer audience in a new and innovative way, on a continuous basis. Survey findings are valuable for VisionSpring not only to show where VisionSpring has been successful at meeting customer needs, but also to address changes in the landscape over time. Some lessons moving forward include:

- **VisionSpring Staff Participation.** Experience in the 2013 and 2014 waves of surveying has demonstrated the need for VisionSpring staff to engage closely with customers to motivate their participation in the surveys. This should include fully explaining the purpose of the survey and the process for completing the survey, as well as motivating customers to take the survey on the spot. Staff must be properly trained in these tasks, and just as importantly, sufficiently motivated to carry them out. In the 2014 survey wave Labor Link offered prizes to VisionSpring staff from the locations with the highest participation rates, but found that this was not an extremely effective incentive and believe VisionSpring would be better placed to incentivize staff.
- **Survey Implementation.** This project was not only replicated a second time in India, but was also launched in four VisionSpring locations in El Salvador in early 2014. Low participation rates and technical issues prompted a change in survey implementation from IVR (interactive voice response) surveys self-administered by customers on their mobile phones to face-to-face surveys administered by VisionSpring staff on smart phones and/or tablets, which will launch in mid-July. Given the high-touch required to achieve high response rates in India, this is the recommended option in future surveying waves there too.

About Good World Solutions

Labor Link is operated by Good World Solutions, a U.S. non-profit that uses technology to engage farmers and workers around the world. By increasing transparency in global supply chains, GWS promotes business for socially responsible companies and empowers workers that produce our food and popular consumer products. Find out more about us at www.goodworldsolutions.org.





APPENDIX A: Survey Design & Implementation

VisionSpring partnered with Good World Solutions and its Labor Link tool to survey customers in Panipat, Sonipat, Karnal and Pratapgarh. Labor Link is an interactive voice response (IVR) platform that allows users to connect directly with their target audience via mobile phones. Customers dial a local number, disconnect (i.e. leave a missed call) and receive a call-back within one minute. They then answer the call-back and respond to multiple-choice questions using their telephone keypad. Customers were surveyed at hubs (hospitals and optical shops) and spokes (vision campaigns) in each town in 2013. The project was replicated in 2014. Two spokes were no longer in operation in 2014 and were thus not included in the survey.

The survey instrument was designed jointly by VisionSpring and GWS. Questions were then optimized for mobile delivery by GWS, recorded and hosted on the Labor Link platform. Some survey questions were modified for the 2014 round of surveying based on feedback from the Labor Link trainer and customers who participated in the 2013 surveys. All survey responses were collected and stored on GWS' secure servers. Survey implementation details include:

Target Audience	VisionSpring customers in four towns in India; no pre-requisites to participate, such as literacy or phone ownership.
Survey Content	Questions on Customer Livelihoods, Access to and Affordability of VisionSpring glasses and Customer Satisfaction
Survey Implementation	2013: A Labor Link trainer made two-day visits to each town to distribute instruction cards and assist customers taking the survey. 2014: A Labor Link trainer made two brief visits to three of the four towns to train VisionSpring staff and leave instruction cards and posters. Survey materials were mailed to the fourth town.
Recruitment Methodology	Instruction cards explaining how to participate were distributed to customers. ID numbers were issued on cards to prevent duplicate entries and to geo-locate respondents. Incentive prizes (mobile top-ups) were awarded to participants selected at random. VisionSpring staff from the locations with the highest response rates were also awarded prizes during the 2014 survey wave.
Delivery	Via IVR to customers' mobile phones in Hindi.



#	Question	Responses	# Valid
1	Are you a man or a woman?	Man (154), Woman (44)	198
2	How many people in your household are 17 years of age or younger?	0 (17), 1-3 (177), 4+ (64)	198
3	What is the education level of the senior male member of your household?	Primary school or less (70), Middle school (47), Secondary or higher secondary school (52), Diploma/certification course, graduate school or more (27), No adult male (2)	198
4	What is the main occupation of your household?	Casual or agricultural laborers (119), Regular wage or salary employees (59), Self-employed (20)	198
5	What is the main source of energy used in your household for cooking?	Firewood and chips, dung cake, kerosene, charcoal, gobar gas, coke or coal (107), LPG or electricity (88), Other (2), No cooking arrangement (1)	198
6	Does your household have any casseroles, thermos or thermoware?	Yes (70), No (128)	198
7	Does your household have a television and a VCR/VCD/DVD player?	Neither (83), Only one (105), Both (10)	198
8	Does your household have a landline telephone or a mobile telephone?	Both (40), Only mobile (154), Only landline (1), Neither (3)	198



#	Question	Responses	# Valid
9	Does your household have a sewing machine?	Yes (128), No (70)	198
10	Does your household have an almirah/dressing table?	Yes (95), No (103)	198
11	Does your household have a bicycle?	Yes (145), No (53)	198
12	Does your household have a motorcycle or scooter?	Yes (95), No (103)	198
13	Does your household have a car or jeep?	Yes (38), No (160)	198

Note: Number of valid responses varied across surveys because target population was given the option to participate in one or both surveys. Variation occurred within a single survey because some questions were only given based on a respondent's answer to a previous question and occasional DTMF errors.



#	Question	Responses	# Valid
1	Are you a man or a woman?	Man (129), Woman (54)	183
2	How old are you?	Under 18 (18), 18-35 (105), 36-50 (35), 50 or older (25)	183
3	What type of VisionSpring eyeglasses did you recently purchase?	Glasses to see up-close (72), Glasses to see at a distance (69), Bifocals (14), Other (26)	181
4	Which is the main reason you purchased your eyeglasses from VisionSpring?	Price (38), Quality (46), Style (14), Convenience (51), VisionSpring recommended by someone (22), Other (12)	183
5	Are your VisionSpring eyeglasses the first pair of eyeglasses you have ever owned?	Yes (116), No (67)	183
6	<i>If first pair of glasses:</i> Which is the main reason you did not purchase eyeglasses earlier?	No vision problems before (63), Had not had eye check-up (39), Could not afford glasses (5), No optical shop nearby (5), Stigma associated with wearing glasses (3)	115
7	<i>If not first pair of glasses:</i> How long ago did you buy your last pair of eyeglasses?	Less than 1 yr ago (33), 1-5 yrs ago (23), More than 5 yrs ago (5), Don't remember (6)	67
8	<i>If not first pair of glasses:</i> Where did you get your last pair of eyeglasses?	Bought from optical shop (49), Gifted by someone you know (8), Gifted by community organization or visiting doctor (5), Other (5)	67



#	Question	Responses	# Valid
9	<i>If not first pair of glasses:</i> Which is the main reason you purchased a new pair of eyeglasses?	Previous pair was lost or broken (31), Previous pair never fully fixed vision (23), Needed updated prescription (7), Other (6)	67
10	Is there another place where you can purchase eyeglasses besides VisionSpring?	Another shop in town (106), Another shop outside of town (28), No (37), Not sure (12)	183
11	<i>If can purchase glasses at a shop outside of town:</i> Excluding VisionSpring, how much time would it take you to travel to the nearest optical shop?	Less than 3 hrs (12), 3-6 hrs (11), More than 6 hrs (4), Don't know (1)	28
12	<i>If there is another place to purchase glasses:</i> In your opinion, how affordable are VisionSpring eyeglasses compared to eyeglasses sold at other shops?	More affordable (64), Cost about the same (34), More expensive (19), Not sure (15)	132
13	How did you first learn about VisionSpring?	From someone you know (78), From a poster, flier or other advertisement (71), Another VisionSpring location (19), Other (12)	180

Note: Number of valid responses varied across surveys because target population was given the option to participate in one or both surveys. Variation occurred within a single survey because some questions were only given based on a respondent's answer to a previous question and occasional DTMF errors.



#	Question	Responses	# Valid
1	Are you a man or a woman?	Man (37), Woman (10)	47
2	How old are you?	Under 18 (5), 18-35 (31), 36-50 (10), 50 or older (1)	47
3	What type of VisionSpring eyeglasses did you recently purchase?	Glasses to see up-close (18), Glasses to see at a distance (19), Bifocals (2), Other (8)	47
4	Do you feel your new pair of eyeglasses is worth the money you and your family spent to purchase them?	Yes (25), No (6), Not sure (16)	47
5	Thinking about your new eyeglasses, how useful would you say they are in your daily life?	Very useful (29), Somewhat useful (15), Not useful (3)	47
6	Which is the main reason you do not find your new eyeglasses very useful?	Cannot see well when wearing them (2), Do not like the way you look when wearing them (2), Do not feel you need to wear glasses (0), Wearing another pair instead (1), New glasses lost or broken (0), Other (2)	7
7	Have you had any problems with your new eyeglasses since you purchased them?	Yes (13), No (34)	47
8	Which is the main problem you have had with your new eyeglasses?	They broke (5), They are uncomfortable (5), Cannot see well when wearing them (1), Do not like the way you look when wearing them (1), Something else (1)	27



#	Question	Responses	# Valid
9	Do you believe your new eyeglasses have helped you perform better at work or school?	Yes (38), No (4), Do not work or attend school (3)	45
10	Have your working or studying hours increased because of your improved vision?	Yes (32), No (6)	38
11	Do you believe your new glasses have improved the quality of your leisure time? For example, is watching television, playing sports, or reading more enjoyable?	Yes (36), No (7)	43
12	How likely would you be to recommend Vision Spring to your friends or family members?	Very likely (40), Somewhat likely (1), Unlikely (2)	43

Report on Milestone 9
August 14, 2014

A. Performance Indicators

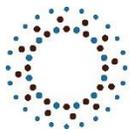
Performance Indicators	Milestone 7 Nov '13-Jan '14	Milestone 8 Feb '14- Apr '14	Milestone 9 May '14-Jul '14	Cumulative Results Sept '12 - July '14
Pairs of Glasses Sold	15,298	22,089	33,030	100,167
Revenue from Glasses Sales	\$66,185	\$99,318	\$106,892	\$441,751
Gross Margins	\$34,769	\$59,744	\$59,787	\$242,596
Average Unit Price	\$5	\$4	\$3	\$4
Vision Screenings	33,556	25,371	16,838	150,340
Profitability	(\$86,767)	(\$20,311)	(\$30,507)	(\$393,092)

Performance Assessment and Report on Operations

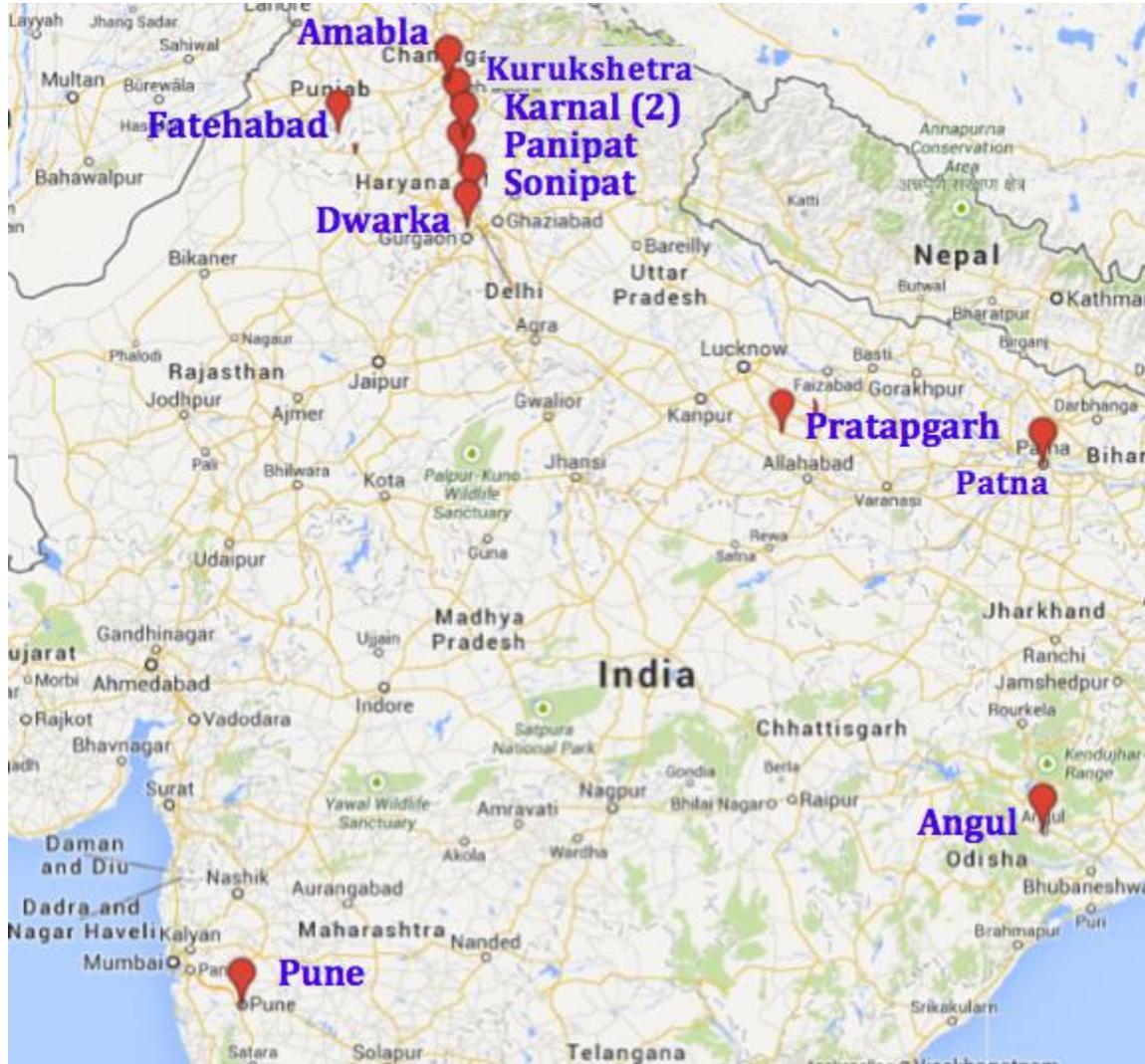
VisionSpring India sold 33,030 pairs of eyeglasses during this milestone period, surpassing 100,000 pairs of eyeglasses since the project's inception. We added a store in New Delhi at the end of May but, unfortunately lost our lease in one of our surgical center locations and therefore closed that location, putting us back down to 12 locations. We will open three new locations in the next milestone period for a total of 15 stores open. VisionSpring operates five regional outreach vans in conjunction with a variety of other outreach activities designed to reach people who do not make it into our stores. We also collaborate with our hospital partners in their outreach efforts – joining their medical teams as they go out into communities to provide services.



New VisionSpring store



VisionSpring Locations in India



Report on Milestone 10
November 24, 2014

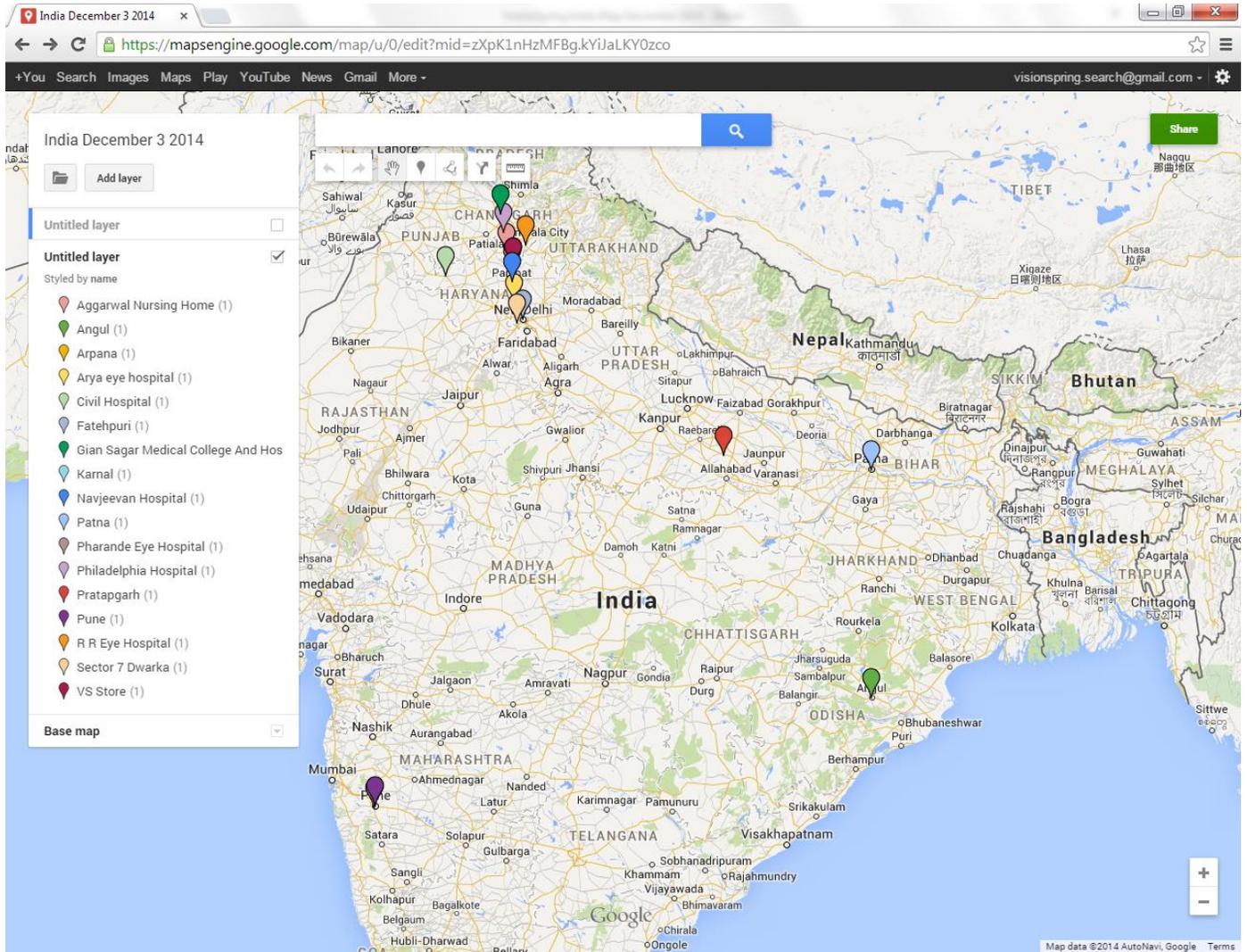
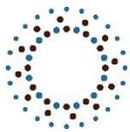
A. Performance Indicators

Performance Indicators	Milestone 8 Feb 14- Apr 14	Milestone 9 May 14- Jul 14	Milestone 10 Aug 14 – Oct 14	Cumulative Results Sept 12 – Oct 14
Pairs of Glasses Sold	22,089	33,030	43,789	143,956
Revenue from Glasses Sales	\$99,318	\$106,892	\$93,389	\$535,140
Gross Margins	\$59,744	\$59,787	\$51,544	\$294,150
Average Unit Price	\$4	\$3	\$2	\$4
Vision Screenings	25,371	16,838	10,096	160,436
Profitability	(\$20,311)	(\$30,507)	(\$32,949)	(\$426,024)

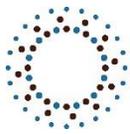
Performance Assessment and Report on Operations

VisionSpring India sold 43,789 pairs of eyeglasses during this milestone period, for a total of 143,956 pairs of eyeglasses since the project's inception. We opened three new locations during the milestone period and now have a total of 15 stores. We will open two more stores by the end of November 2014. We continue to conduct outreach activities through our vans and through activities in collaboration with our hospital partners. In October, we signed an agreement with the All India Institute of Medical Sciences (AIIMS) to provide vision care and eyeglass through their Community Ophthalmology Department.

The following is a map and list of the 17 stores that were open as of the time of the writing of this report.



S. No.	Partner/association	Type	Location
1.	VisionSpring-run	Self	Dwarka Mod (Delhi)
2.	VisionSpring-run	Self	Dwarka Sector-7 (Delhi)
3.	VisionSpring-run	Self	Fatehpuri (Delhi)
4.	Arya Eye Hospital	Private	Sonipat (Haryana)
5.	Navjeevan Hospital	Private	Panipat (Haryana)
6.	Arpana Hospital	Private	Karnal (Haryana)
7.	VisionSpring-run	Self	Karnal (Haryana)
8.	Agarwal Nursing Home	Private	Kurukshetra (Haryana)
9.	Philadelphia (Mission) Hospital	Private	Ambala (Haryana)



10.	RR Eye Hospital	Private	Yamuna Nagar (Haryana)
11.	Gian Sagar Medical College & Hospital	Private	Banur, District Patiala (Punjab)
12.	Civil Hospital	Government	Fatehabad (Haryana)
13.	Saraswati Eye Hospital	Private	Pratapgarh (Uttar Pradesh)
14.	Raj Retina and Eye Care Centre	Private	Patna (Bihar)
15.	VisionSpring-run	Self	Angul (Odisha)
16.	Pharande Eye Hospital	Private	Pune (Maharashtra)
17.	Sujag Netralaya	Private	Kapurhol, Bhor Taluka, District Pune (Maharashtra)

B. Evaluation Indicators

Progress Out of Poverty and Customer Profile

Results from Surveys

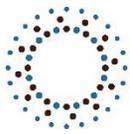
Surveys were conducted with customers at VisionSpring hubs (hospitals and stores) and spokes (outreach campaigns) in Karnal, Sonipat, Panipat, Pratapgarh, Ambala and Kurukshetra.

Progress Out of Poverty Index Results

- 62% of all customers had a high likelihood to be living on less than \$2.50 a day.
- 29% of all customers had a high likelihood of living on less than \$1.88 a day.
- 75% of customers who bought VisionSpring glasses through a spoke (outreach campaign) have a high likelihood of living below the \$2.50 per day poverty line, compared to 49% of customers who bought VisionSpring glasses at an optical shop or hospital.

Customer Profile Results

For 56% of our customers said the pair of glasses they purchased through VisionSpring were the first they have ever owned, a slight decrease from 61% of customers in Summer 2014 survey. 36% of customers who bought their first pair of glasses from VisionSpring say the reason they did not purchase glasses sooner is because they had never had an eye exam.



27% of our male customers and 25% of our female customers purchased glasses from VisionSpring because of the convenience of our locations. 27% of women said price was the reason they purchased VisionSpring glasses; 21% of men stated price as the reason. 26% of men cited the quality of the products and services offered as the reason for purchasing; 15% of women gave quality as the reason.

56% of respondents said there was another optical shop besides VisionSpring in their town. Another 8% know of a shop outside town. This is a decrease from 62% and 18% in Summer 2014. This large change from the previous survey round seems to have been caused by the addition of new survey sites in Ambala and Kurukshetra in Fall 2014, where customers showed less awareness of other optical shops compared to the other towns included in the survey.

74% of surveyed customers believe that VisionSpring glasses are either more or equally affordable than other optical shops. This is a large increase from the Summer 2014 survey when 39% of customers believed VisionSpring was more affordable than other optical shops.

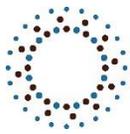
Report on Milestone 11
February 26, 2015

A. Performance Indicators

Performance Indicators	Milestone 9 May 14-July 14	Milestone 10 Aug 14-Oct 14	Milestone 11 Nov 14-Jan15	Cumulative Results Sept 12 - Jan 15
Pairs of Glasses Sold	33,030	43,789	34,875	178,831
Revenue from Glasses Sales	\$106,892	\$93,389	\$91,098	\$626,238
Gross Margins	\$59,787	\$51,554	\$50,243	\$344,393
Average Unit Price	\$3.00	\$2.00	\$2.61	\$3.50
Vision Screenings	16,838	10,096	12,093	172,529
Profitability	(\$30,507)	(\$32,949)	(\$28,739)	(\$454,780)

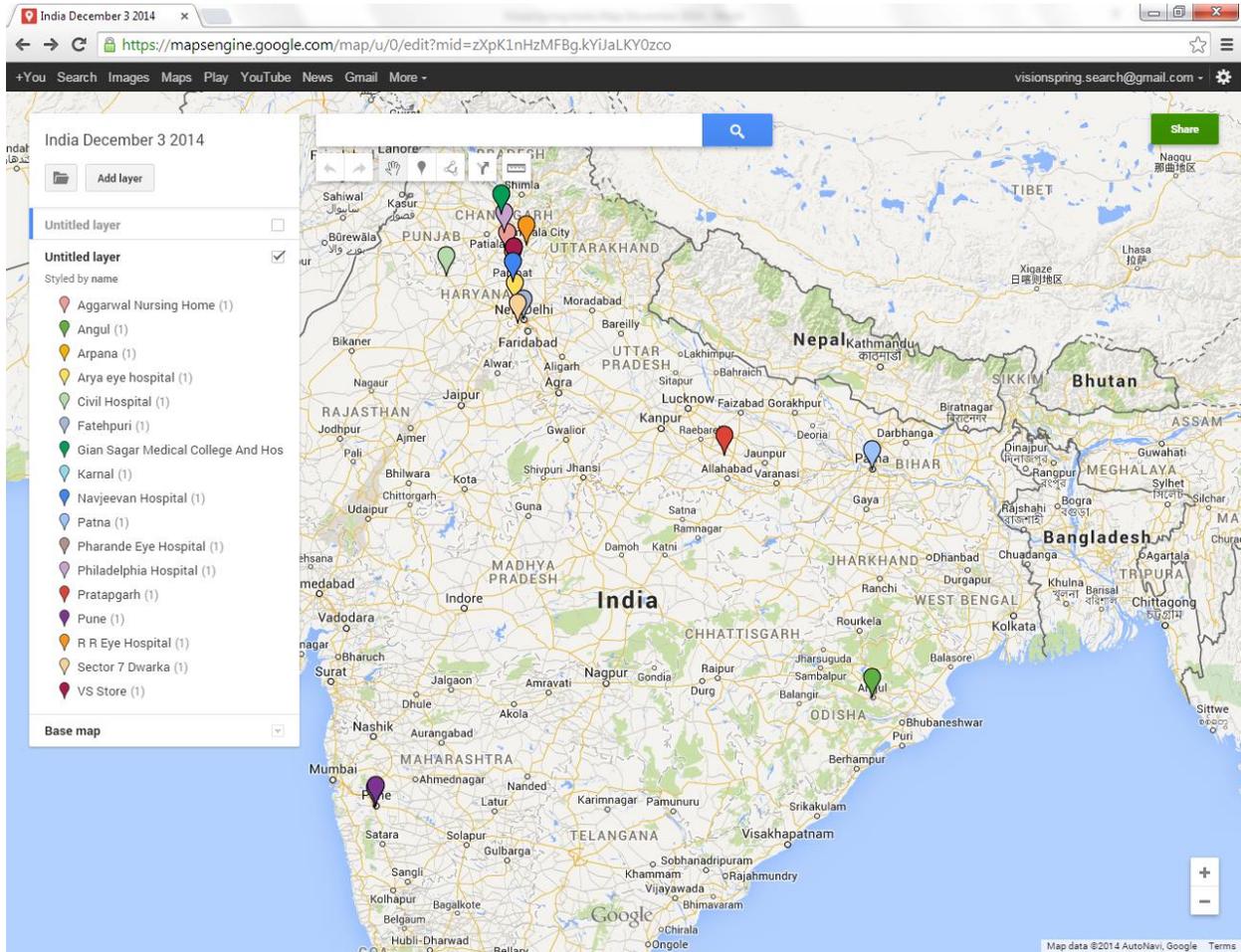
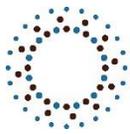
Performance Assessment and Report on Operations

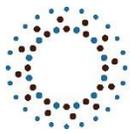
VisionSpring India sold 34,875 pairs of eyeglasses during this milestone period, for a total of 178,831 pairs of eyeglasses since the project's inception. We added 3 new stores during this period, putting us at 18 stores opened in total. During this quarter we continued to build partnerships with Mahindra and Mahindra (an Indian multinational automobile manufacturing corporation), Apollo Tyres and All India Institute of Medical Sciences (AIIMS) to bring vision camps to communities that don't have access to affordable eye care. We are also currently negotiating with the government of Punjab to pilot vision camps in three districts of Punjab in 2015. Through these and new partnerships developed throughout the year, we expect to at least double our outreach impact in 2015.



VisionSpring Stores

S. No.	Partner/association	Type	Location
1.	VisionSpring-run	Self	Dwarka Mod (Delhi)
2.	VisionSpring-run	Self	Dwarka Sector-7 (Delhi)
3.	VisionSpring-run	Self	Fatehpuri (Delhi)
4.	Arya Eye Hospital	Private	Sonipat (Haryana)
5.	Navjeevan Hospital	Private	Panipat (Haryana)
6.	Arpana Hospital	Private	Karnal (Haryana)
7.	VisionSpring-run	Self	Karnal (Haryana)
8.	Agarwal Nursing Home	Private	Kurukshetra (Haryana)
9.	Philadelphia (Mission) Hospital	Private	Ambala (Haryana)
10.	RR Eye Hospital	Private	Yamuna Nagar (Haryana)
11.	Gian Sagar Medical College & Hospital	Private	Banur, District Patiala (Punjab)
12.	Civil Hospital	Government	Fatehabad (Haryana)
13.	Saraswati Eye Hospital	Private	Pratapgarh (Uttar Pradesh)
14.	Raj Retina and Eye Care Centre	Private	Patna (Bihar)
15.	VisionSpring-run	Self	Angul (Odisha)
16.	Pharande Eye Hospital	Private	Pune (Maharashtra)
17.	Sujag Netralaya	Private	Kapurhol, Bhor Taluka, District Pune (Maharashtra)
18.	All India Institute of Medical Sciences (AIIMS)	Private	4 kiosks are set up every day w/in 19 different urban slum vision centers in Delhi





Report on Milestone 12

May 27, 2015

Performance Indicators	Milestone 9 May 14-July 14	Milestone 10 Aug 14-Oct 14	Milestone 11 Nov 14-Jan15	Milestone 12 Feb 15-Apr 15	Cumulative Results Sept '12 - Apr '15
Pairs of Glasses Sold	33,030	43,789	34,875	36,714	215,545
Revenue from Glasses Sales	\$106,892	\$93,389	\$91,098	\$89,280	\$715,518
Gross Margins	\$59,787	\$51,554	\$50,243	\$46,694	\$391,087
Average Unit Price	\$3.00	\$2.00	\$2.61	\$2.43	\$3.32
Vision Screenings	16,838	10,096	12,093	10,951	183,480
Profitability	(\$30,507)	(\$32,949)	(\$28,739)	(\$38,790)	(\$493,570)

Performance Assessment and Report on Operations

During the reporting period for Milestone 12, February - April 2015, VisionSpring sold 36,714 pairs of eyeglasses, for a total of 215,545 total pairs of eyeglasses since the project's inception. We closed 3 of our poorer performing stores, 2 in Pune and 1 in Haryana, bringing us to 15 total optical stores throughout India. Through our optical stores, wholesale operations and outreach projects, which are carried out in partnership with companies/organizations such as Mahindra & Mahindra, Apollo Tyres and AIIMS (All India Institute of Medical Sciences), we expect to grow our 2015 sales in India by 85% over 2014.

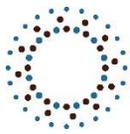


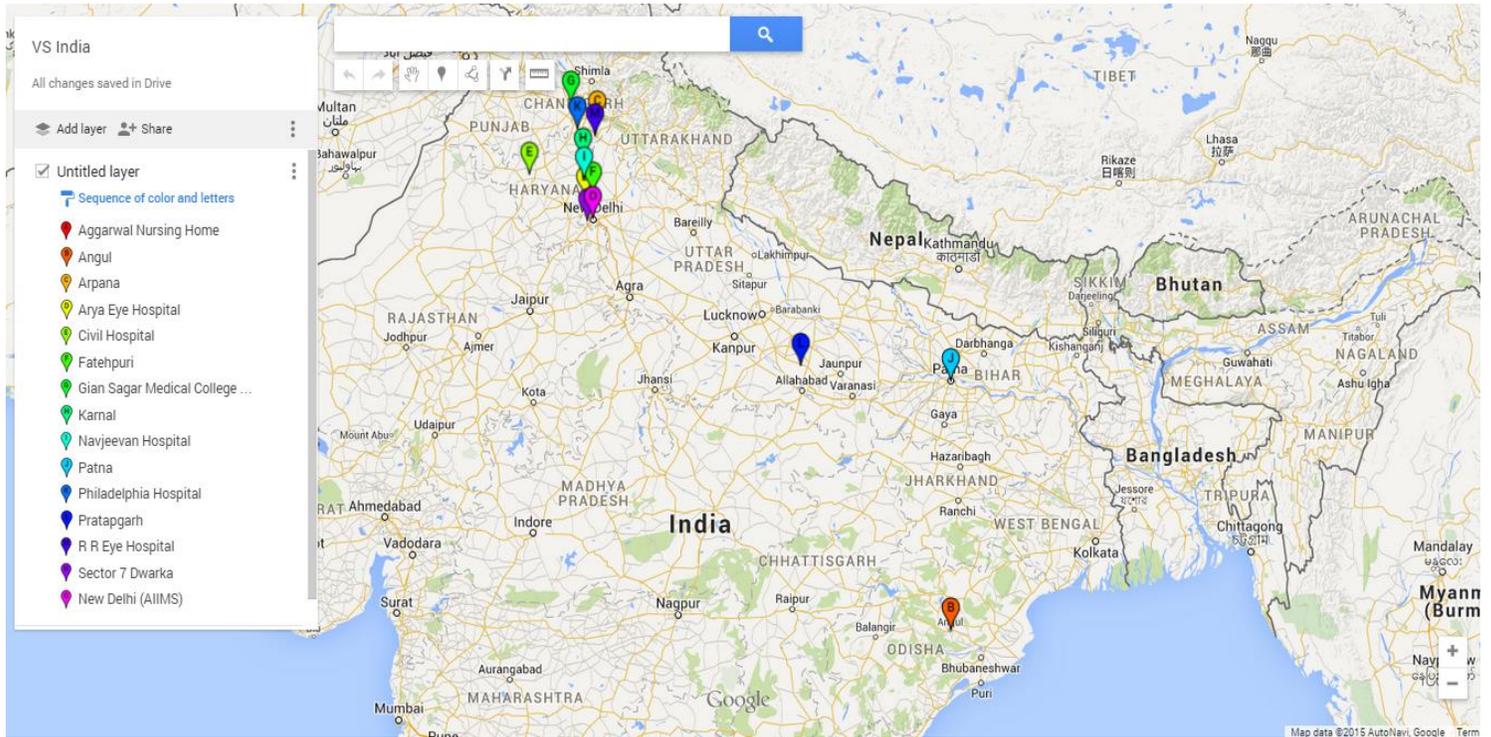
Chart 1: VisionSpring Optical Shops

S. No.	Partner/association	Type	Location
1.	VisionSpring-run	Self	Dwarka Mod (Delhi)
2.	VisionSpring-run	Self	Dwarka Sector-7 (Delhi)
3.	VisionSpring-run	Self	Fatehpuri (Delhi)
4.	Arya Eye Hospital	Private	Sonipat (Haryana)
5.	Navjeevan Hospital	Private	Panipat (Haryana)
6.	Arpana Hospital	Private	Karnal (Haryana)
7.	VisionSpring-run	Self	Karnal (Haryana)
8.	Agarwal Nursing Home	Private	Kurukshetra (Haryana)
9.	Philadelphia (Mission) Hospital	Private	Ambala (Haryana)
10.	RR Eye Hospital	Private	Yamuna Nagar (Haryana)
11.	Gian Sagar Medical College & Hospital	Private	Banur, District Patiala (Punjab)
12.	Saraswati Eye Hospital	Private	Pratapgarh (Uttar Pradesh)
13.	Raj Retina and Eye Care Centre	Private	Patna (Bihar)
14.	VisionSpring-run	Self	Angul (Odisha)
15.	All India Institute of Medical Sciences (AIIMS)	Private	4 kiosks are set up every day w/in 19 different urban slum vision centers in Delhi

Chart 2: VisionSpring Optical Shops Closed

S. No.	Partner/association	Type	Location
1.	Sujag Netralaya	Private	Kapurhol, Bhor Taluka, District Pune (Maharashtra)
2.	Civil Hospital	Government	Fatehabad (Haryana)
3.	Pharande Eye Hospital	Private	Pune (Maharashtra)

Picture 1: VisionSpring India Optical Shops Locations



Report on Milestone 13

August 25, 2015

A. Performance Indicators

Performance Indicators	Milestone 7 Nov '13- Jan '14	Milestone 8 Feb '14- Apr'14	Milestone 9 May 14- July 14	Milestone 10 Aug 14- Oct 14	Milestone 11 Nov 14- Jan15	Milestone 12 Feb 15- Apr 15	Milestone 13 May 15- Jul 15	Cumulative Results Sept '12 – Jul '15
Pairs of Glasses Sold	15,298	22,089	33,030	43,789	34,875	36,714	45,756	261,301
Revenue from Glasses Sales	\$66,185	\$99,318	\$106,892	\$93,389	\$91,098	\$89,280	\$96,030	\$811,548
Gross Margins	\$34,769	\$59,744	\$59,787	\$51,554	\$50,243	\$46,694	\$48,611	\$439,688
Average Unit Price	\$5.00	\$4.00	\$3.00	\$2.00	\$2.61	\$2.43	\$2.10	\$3.11
Vision Screenings	33,556	25,371	16,838	10,096	12,093	10,951	12,428	195,908
Profitability	(\$86,767)	(\$20,311)	(\$30,507)	(\$32,949)	(\$28,739)	(\$38,790)	(\$35,730)	(\$529,300)

Performance Assessment and Report on Operations

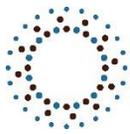
During the reporting period for Milestone 13, May – July 2015, VisionSpring sold 45,756 pairs of eyeglasses, for a total of 261,301 total pairs of eyeglasses sold since the project's inception. We closed one of our poorer performing stores in Bihar bringing us to 14 total optical stores throughout India. Through our optical stores, wholesale operations and outreach projects, which are carried out in partnership with companies such as Mahindra & Mahindra, Apollo Tyres and AIIMS (All India Institute of Medical Sciences), we are on target to grow our 2015 sales in India by 85% over 2014.

Chart 1: VisionSpring Optical Shops

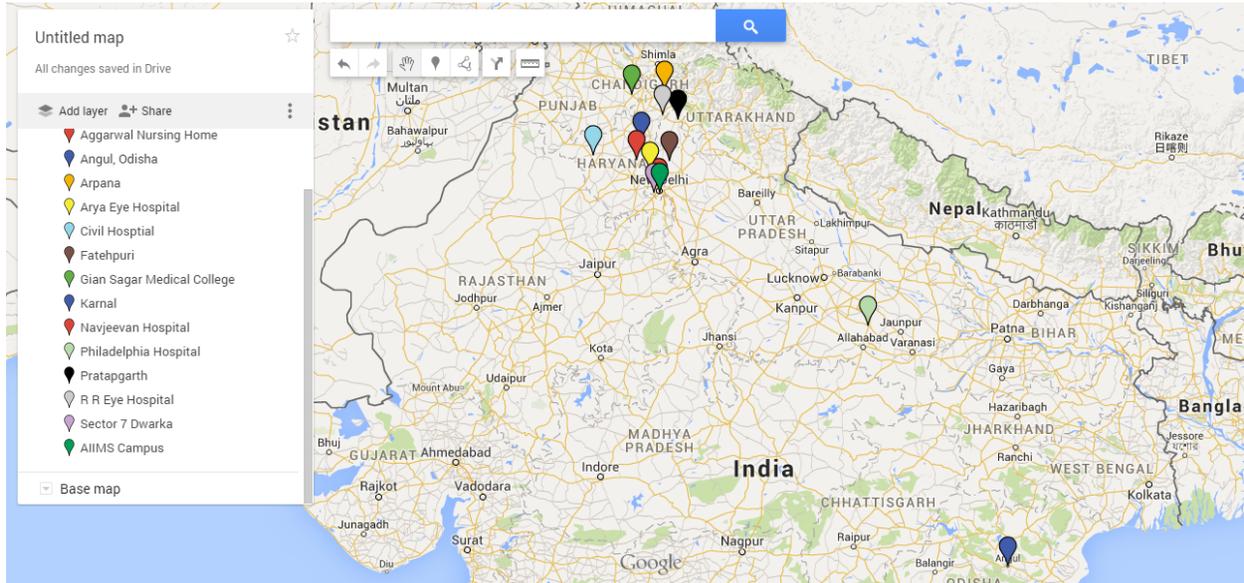
S. No.	Partner/association	Type	Location
1.	VisionSpring-run	Self	Dwarka Mod (Delhi)
2.	VisionSpring-run	Self	Dwarka Sector-7 (Delhi)
3.	VisionSpring-run	Self	Fatehpuri (Delhi)
4.	Arya Eye Hospital	Private	Sonipat (Haryana)
5.	Navjeevan Hospital	Private	Panipat (Haryana)
6.	Arpana Hospital	Private	Karnal (Haryana)
7.	VisionSpring-run	Self	Karnal (Haryana)
8.	Agarwal Nursing Home	Private	Kurukshetra (Haryana)
9.	Philadelphia (Mission) Hospital	Private	Ambala (Haryana)
10.	RR Eye Hospital	Private	Yamuna Nagar (Haryana)
11.	Saraswati Eye Hospital	Private	Pratapgarh (Uttar Pradesh)
12.	VisionSpring-run	Self	Angul (Odisha)
13.	All India Institute of Medical Sciences (AIIMS)	Private	4 kiosks are set up every day w/in 19 different urban slum vision centers in Delhi
14.	Gian Sagar Medical College & Hospital	Private	Banur, District Patiala (Punjab)

Chart 2: VisionSpring Optical Shops Closed

S. No.	Partner/association	Type	Location
1.	Raj Retina and Eye Care Centre	Private	Patna (Bihar)



Picture 1: VisionSpring India Optical Shops Locations



B. Evaluation Indicators

Progress Out of Poverty and Customer Profile

Results from Surveys

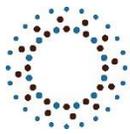
Surveys were conducted with customers at VisionSpring hubs and spokes in Karnal, Sonipat, Panipat, Pratapgarh, Ambala and Kurushetra.

Progress Out of Poverty Index Results

- 70% of all customers had a high likelihood to be living on less than \$2.50 per day.
- 72% of customers who bought VisionSpring glasses through a spoke (outreach campaign) have a high likelihood of living below the \$2.50 per day poverty line compared to the 62% of customers who bought VisionSpring glasses at an optical shop or hospital.
- 43% of all customers had a high likelihood to be living on under \$1.88 per day.

Customer Profile Results

57% of our customers said the pair of glasses they purchased through VisionSpring was the first they have ever owned. The share of surveyed customers who are first time wearers has



decreased gradually over the four surveys, which may indicate a growing repeat customer base. 34% of customers who bought their first pair of glasses from VisionSpring say the reason they did not purchase glasses sooner is because they had never had an eye exam.

21% of our male customers and 26% of our female customers purchased glasses from VisionSpring because of the convenience of our locations. 26% of women said price was the reason they purchased VisionSpring glasses; 24% of men stated price as the reason. 27% of men cited the quality of the products and services offered as the reason for purchasing; 16% of women gave quality as the reason.

Overall, across four survey rounds 27% of customers report that they do not know of another optical shop, either where they live or in another town. 17% of customers know of a shop outside town. Customer awareness of alternative optical options is 10% greater among hub customers compared to spoke, or outreach, customers.

Convenience, price and quality are the most common reasons for customer purchases of VisionSpring glasses. 49% of surveyed customers believe that VisionSpring glasses are more affordable than other optical shops. This is an increase from the summer 2014 survey when 39% of customers believed VisionSpring was more affordable than other optical shops.

**USAID/A
Annual Program Statement (APS)
FY 11 & FY 12 Development Innovation Ventures
APS #M/OAA/GRO/LMA/11-02000**

Full Proposal Application Form

All full proposal applications MUST use this form to apply.
Please submit the final application with all attachments to DIVApplications@usaid.gov.

Please affix the following information to this application:

Application Data Form

- Please attach the data form to this application as a saved .pdf with the answers included and attached to your emailed submission separately from this application form.

Cover Page/Introduction:

- Name and address of organization
- Type of organization (e.g., for-profit, non-profit, university, etc.)
- Primary point of contact (lead contact name; relevant telephone, and e-mail information). Regional or multi-country applications should provide the name of at least one local partner for each country targeted in the project
- Signature of authorized representative of the applicant

USAID/A
Annual Program Statement (APS)
FY 11 & FY 12 Development Innovation Ventures
APS #M/OAA/GRO/LMA/11-02000
Full Proposal Technical Narrative

Organization: VisionSpring
Title: Scaling BoPtical Care Hub Model in India

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Name of Organization: VisionSpring

Type of Organization: Non-Profit

USAID/DIV Stage 2 Funding Application

Title: Scaling of the BoPtical Care Hub Model in India

Total Funding Requested: \$585,350

Expected Months of Project Duration: 3 years

Primary Contact: Kevin Hassey
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New York, NY 10001
jkassalow@visionspring.org
212-375-2599

A handwritten signature in black ink, appearing to read "Jordan Kassalow".

Jordan Kassalow

Executive Summary

Roughly 300 words. Cover the key points from the topics below in roughly 300 words. Please note that this paragraph may be shared with reviewers and in the case of finalists, posted on the internet. (In the event that the Executive Summary includes proprietary information, please mark such sentences in red italic font, and provide a second version of the Executive Summary that can be made public.)

VisionSpring's mission is to ensure that everyone in the developing world has access to eyeglasses. For many in the developing world, the lack of access to affordable eyeglasses leads to the unnecessary loss of educational and employment opportunities. Research by the University of Michigan and VisionSpring concluded that reading glasses can increase productivity by 35% and monthly income by 20%. Current estimates indicate that there are at least 225M individuals in India who could have their vision restored with a pair of glasses; however, access to this critical health product is limited - particularly for the Base of the Pyramid (BoP) consumer. Few optical stores in India are adequately responding to this market failure and those that are serving the BoP often offer substandard products and services. VisionSpring's value proposition is that we bring the highest level of professional services and products to BoP consumers at a price point they can afford. Rural areas and small towns with no eye care services represent a large portion of the unrealized market potential. VisionSpring's comprehensive eye care services for the BoP consumer, or BoPtical Care Hubs, will be the only outlet in India offering comprehensive eye services that simultaneously serve district capitals and their surrounding small towns and villages. This hub and spoke approach will deploy a cross subsidization pricing strategy which will enable VisionSpring to address the public health need for eyeglasses in a sustainable manner. VisionSpring's 10 years of experience serving the global base of the pyramid optical market will inform our work. Once fully operational, each BoPtical Care Hub will reach 12,000 individuals annually with high quality comprehensive eye care. With stage two funding VisionSpring will drive down glasses delivery costs, including overhead, from \$18 to \$6.51. By the end of stage two funding, VisionSpring will have provided 222,600 individuals with eyeglasses and created nearly \$48M of enhanced earning potential. VisionSpring requests \$585,000 (out of \$2.35M in expenses) of Stage two funding from USAID's Development Innovation Venture Fund to help catalyze the scaling of VisionSpring's BoPtical Care Hub model in anticipation of at least 100 Hubs in operation by the end of year six.

Development Challenge and Expected Outcomes

Roughly 150 words. Provide a short statement of the development challenge (market or government failure or externality) that the proposed innovation will address the objective of the proposed project, and its importance relative to other problems in that area. Describe the benefit streams and expected magnitudes of the development outcomes.

The market failure to be addressed by this project is the 733M people around the world living with vision impairment, 77% of whom could have their sight restored with a pair of glasses. Vision loss results in an annual loss of \$3 trillion to the global economy¹ with the developing world disproportionately affected. The current estimate of the market for eyeglasses in India is approximately 300M people, 75% of whom are living with uncorrected vision despite only needing a pair of glasses. The base of the pyramid consumer represents the vast majority of this relatively untapped market. Previous efforts to address the development challenge of vision impairment have included the irregular distribution of donated glasses and medical interventions such as cataract surgeries that restore vision to older individuals that are already retired from the workforce. VisionSpring recognizes the potential to have a dramatic impact on development by engaging the base of the pyramid as a viable market that can be activated through a high-volume and low margin approach to selling eyeglasses. The objective of this project is to ensure that individuals in their formative learning, and prime working, years have access to high-quality, affordable eyeglasses. By intervening at the onset of vision loss

¹ Access Economics, prepared for AMD Alliance International, The Global Economic Cost of Visual Impairment, March 2010 (all costs are reported in 2008 US dollars)

VisionSpring dramatically lessens the disability-adjusted life years due to productivity loss. Over two years of the useful life of reading glasses one pair will yield \$213 in increased earning potential. Recent research has determined that correcting vision in primary school students can increase test scores by 83%.² With target glasses sales in India at 222,600 over the course of three years, VisionSpring will create nearly \$48M of enhanced earning potential.

Innovative Solution within the Competitive Landscape

Roughly 300 words. Provide a short explanation about why the proposed project is innovative, i.e., is dramatically differentiated from the normal practices in the field. Provide evidence of the results of any initial proof of concept/pilots. Provide a brief description of the competing technologies, organizations, or processes that are currently being used or are developing products or methods to address the same development outcomes. Describe this technical approach's comparative advantages and disadvantages relative to alternative solutions, including cost effectiveness and prices. Applicants under this APS must present alternative solutions to the core development challenge addressed, especially those supported by USAID projects, and present the proposed intervention as a cost-effective and viable alternative.

VisionSpring's intervention is dramatically differentiated from other solutions because our BoPtical Care Hubs will provide critical rural and peri-urban outreach, employ innovative approaches to demand generation, and will offer higher quality professional services and products at a price point appropriate for the base of the pyramid consumer. VisionSpring is one of the few outlets offering comprehensive eye services through our hub and spoke approach that addresses both the public health need and has proven sustainable through the sale of higher margin products, including prescription glasses, at optical stores. Local people, or vision entrepreneurs, provide critical eye health education outreach in rural communities conducting vision screenings, selling basic reading glasses on site and referring more complicated cases requiring a refractionist back to the BoPtical Care Hub or directly to a local hospital for cataract treatment.

Our proof of concept is demonstrated by our 10 years of experience delivering optical goods and services to the base of the pyramid consumer in El Salvador and India. While the scope of the market failure is dramatically different in El Salvador and India, the optical market dynamics are surprisingly similar. When VisionSpring launched operations in El Salvador in 2002 existing optical stores showed little interest in activating the base of the pyramid consumer. In response, VisionSpring began by taking vision services to the base of the pyramid consumer in rural communities through our vision entrepreneur model. Despite the clear need for basic eye care in these communities, the model soon proved unsustainable in isolation. For the past two years VisionSpring has been successfully replicating our hub and spoke model, or BoPtical Care Hubs. VisionSpring has streamlined our supply chain and determined the appropriate price point to unlock the market forces. By the end of 2013 VisionSpring will have eight BoPtical Care Hubs, one in every major market, and countrywide the stores will be self-financed with the established stores providing the subsidization for the newly opened locations.

Where they exist, optical stores currently serving similar markets in India generally offer substandard product offerings and services. The frame selection offered at competitively sized optical stores are not export quality frames and are susceptible to breakage and corrosion. Further the majority of optical stores operating in similar markets do not offer on-site prescription services, thus forcing potential customers to first visit an ophthalmologist for a prescription. For the base of the pyramid consumer this is not only a costly doctor's visit, but is also critical time away from work or care-giving. The optical stores that do have on-site refractive services are generally determining prescriptions solely through the use of an auto refractor. While an auto refractor is a useful tool, it does not have the accuracy of a trained professional and used in isolation can produce subpar results. VisionSpring has forged a partnership with the Sight Care Foundation in Chennai to train a professional base of refractionists that build local capacity to provide a higher level of refractive

² Glewwe PW, Park A, Zhao M. The Impact of Eyeglasses on the Academic Performance of Primary School Students: Evidence from a Randomized Trial in Rural China, 2010

services at a competitive price point.

In India, VisionSpring's work serving the base of the pyramid optical market has proven our concept that the rural consumer is willing to attend screenings performed by trained local refractionists in a non-medical setting in their villages and will pay 200 rupees for a pair of reading glasses. We have further identified our target consumers' preferences for frame style as well as their preference for bifocals over single vision glasses. VisionSpring has developed a knowledge base of best practices for reaching the rural consumer through targeted marketing materials and demand generation methodologies.

Over the last five years there have been a few innovative technologies that are currently being used to address the market failure for the base of the pyramid eyeglasses market, the most promising of which are self-adjusting glasses. While self-adjusting glasses are a useful tool to stimulate demand in the base of the pyramid consumer, simplifying the prescription determination process, the consumer has been slow to respond. Aside from a high price point for self-adjusting glasses, the style of the frames has not been well received. VisionSpring is a consumer-driven organization and we are deeply committed to providing the base of the pyramid consumer with highest quality of eye care services and culturally appropriate, stylish products that are valued by our consumer.

The primary alternative solution to the development problem VisionSpring is addressing has been the distribution of used eyeglasses with the assistance of visiting doctors. This approach does not adequately serve the consumer, is not cost effective, is not replicable or scalable, and does not address broader development implications such as the lack of local capacity. (Real Cost of Recycled Spectacles—Wilson et al. *Optometry and Vision Science*, Vol. 89, No. 3, March 2012)

Detailed Business Plan

Roughly 600 words. For projects that seek to scale through the private sector, provide a description of the following elements: total market potential, the relevant geographic location, market analysis (targeted market segments and total addressable market, evidence of uptake/demand for your products/services, willingness to pay, trends), pricing (including component parts), costs (start up and long run for capital, production, distribution, maintenance, replacement, marketing, taxes, etc.), prices and costs of competitors/alternative solutions to the development plan, quality, sales forecasts, outreach/promotion strategy, operation plan (staff, equipment, supply chain management, etc.), implementation and distribution/adoption channels, resource plan for supporting and serving the innovation in the field, financial plan (projected profit and loss, cash flow, balance sheet, competitive pricing/break even calculations), plan for continuously evaluating success and taking corrective actions, threats and how they will be overcome, regulatory issues and an estimate of the expected return on investment. Often USAID/DIV will seek a break-even quantity of sales that would be needed at a particular price to cover costs.

- Those projects expected to scale through the private sector should provide the details listed in the above section.
- All other projects should provide as many related details as possible.

Total Market Potential: The markets for VisionSpring's efforts in India are the 640 district headquarter cities and surrounding villages with an average population of 1M. With a total market population of 640M, based on epidemiological evidence about 30% require glasses, understanding that approximately 75% of India's population is considered BoP, this translates into a total market of approximately 145M.

Market Analysis: In our total addressable market, pricing differentials are critical to our business model. At our BoPtical Care Hubs we will offer prescription glasses at a price comparable to 2-3 days of income. This has been the BoP consumer's demonstrated threshold of willingness to pay and we have seen significant uptake for services and product at this price point. BoPtical Care Hubs will also offer higher priced products for individuals with a higher threshold to pay, allowing for a level of cross subsidization.

Pricing: Prices for reading glasses start at 200 rupees with quality prescription glasses starting at 300 rupees. Cross subsidization will be derived from glasses ranging upwards of 1,000-2,000 rupees for an average selling price of 750 rupees at our Hubs and 400 rupees through our outreach.

Costs: The costs associated with opening a BoPtical Care Hub are approximately \$42k with an additional \$9k in outreach expenses. Each Hub has one outreach vehicle associated with it. Eyeglass production costs will average 40% of sales and marketing costs 3% of revenue. Payback of capital and cost of capital has been included into our plan at a rate of 5% against our cumulative loss until breakeven occurs.

Prices and costs of competitor solutions to the development plan: There are two optical markets in India, the formal sector with prices typically starting at 1,000 rupees and a more fragmented sector inadequately serving lower income markets. Where they exist, the optical stores in our competitive market selling products in a similar price range offer substandard products and services to their consumer.

Competitors in district headquarter centers are typically eye hospitals focused on eye surgery with minimal attention paid to dispensing eyeglasses. Stores in similar markets have limited capacity to conduct professional exams. Few, if any, market appropriate eye care options exist in our intended outreach areas, none of which are addressing the BoP market failure

Quality: For the last decade VisionSpring has brought export quality eye care products to the BoP consumer. We are convinced that our quality and price point ratio is the best in the industry with our target customers benefiting from our streamlined supply chain and innovative lens assembly solutions.

Sales forecast: 18 pairs of glasses sold a day at our BoPtical Care Hubs open 30 days a month and 20 pairs for each of the 22 days of active outreach a month. Within the three year project we anticipate selling 222,600 glasses through 10 Care Hubs with projections to reach 1M annually by year six.

Outreach/promotion strategy: VisionSpring identifies the majority of our customers through our outreach and demand generation work that directs a steady number of new customers in need of more advanced prescription services or a preference for a wider selection of frames to our Hubs. In addition to this core strategy, VisionSpring will also advertise our services at our BoPtical Care Hubs in local newspapers and through flyer distribution.

Operational plan (staff, equipment, supply chain): Each BoPtical Care Hub will be staffed by an individual conducting exams, a frame dispenser, and a cashier. Outreach efforts will be similarly staffed. BoPtical Care Hubs will have computerized eye testing on site with outreach efforts relying on highly accurate retinoscope examination.

Implementation and distribution/adoption channels: The first BoPtical Care Hub will open in August with the remaining nine Hubs opening over the course of two years. By year three VisionSpring will have 10 Hubs in operation and will focus efforts on preparing for scale; this will include new territory selection and strengthening infrastructure. Beginning in year four, VisionSpring will begin opening 30 Hubs a year totaling 100 Hubs in operation by the end of year six.

Resource plan for supporting and serving innovation in the field: We will utilize proven products and services as well as the optical rollout capabilities of Kevin Hassey, H.V.N. Raj and Keerti Pradhan. This team has extensive experience scaling various optical brands and between them they have successfully opened over 1,500 optical locations. They are also very familiar with the innovations in the field that can be integrated into our operations.

Financial plan: A detailed financial analysis is included which outlines initial costs for BoPtical Care Hubs with outreach, breakeven attainment, and the scale levels that are achieved upon expansion. Once scale is achieved, we serve in excess of 1M people annually.

Plan for continuously evaluating success: Third party evaluations assessing prescription accuracy and the appropriate distribution of eyeglasses will be conducted. In addition, five key metrics will be analyzed quarterly to ensure economic thresholds are being achieved. (See evaluation methodology for more details.)

Threats and how they will be overcome: Attracting and retaining quality professional staff is an ongoing challenge. VisionSpring has worked to mitigate this risk by providing targeted training for our staff to ensure that our customers are receiving the highest level care in a professional environment.

Regulatory issues: VisionSpring has forged a strong relationship with government entities in India; we are one of a handful of select organizations approved to be a vendor for government sponsored eye care initiatives. (See Appendix D.)

Expected breakeven: We expect our 10 BoPtical Care Hubs to breakeven in month 36 as outlined in the detailed financials.

Detailed Scaling Plan

Roughly 500 words. Provide a clear and compelling explanation of how the proposed project can scale to millions of end-users within 10 years. Describe the model that will be used for effective and efficient distribution (for example, viral adoption models). Forecast numbers of clients/beneficiaries in 2, 5 and 10 years. Also describe manufacturing plan/software architecture that will ensure the ability to scale. Stage 3 proposals should include a credible plan to demonstrate the innovation at scale in at least two countries or widespread in the largest countries.

- For applications that seek to scale through the private sector, describe the innovation's value proposition, including the potential for competitive pricing. Also describe how and when the production breakeven point will be reached such that public sector support will no longer be required.
- For applications that seek to scale through the public or civil sectors, provide a segmented description of the beneficiary population, the potential adopter of the innovation, (for instance, a host government ministry or NGO), and a credible means to rigorously estimate cost effectiveness (see Evaluation Methodology below). Also describe how costs will be shared among the public sector, beneficiaries, and other partners in the event that the rigorous evaluation demonstrates that public sector support is cost-effective. Describe expected exit strategy for USAID/DIV.
- Applications that seek to scale through the private and public sectors should address both sets of criteria.

Effective scaling requires that a model has the potential to be self-financing within a three year period. By charging our models with a 5% interest on cumulative losses, our goal with stage two funding is to prove that this business model can effectively scale. Once 10 units have demonstrated capacity to self-finance, we will replicate the BoPtical Care Hub model eventually having a presence in all of India's 650 district headquarter cities.

With our BoPtical Care Hub model reaching 12,000 customers per year (12 months*18 daily sales*30 working days per month + 5,280 sold through outreach), we expect to provide eye care solutions to approximately 120,000 customers once all 10 stores have been launched by the end of year two. Phased implementation will result in 222,600 beneficiaries over three years, and the potential to reach millions of BoP consumers within six years of launch.

Expanding from 10 to 100 stores from year four to year six at a pace of three a month, in year four, we will be able to sell 1,000,000 pairs of glasses annually.

In year two, we will reach 80,000 customers. In year five, we will reach 725,000 customers, just over 1M in year six, with an aspirational goal to be selling 5M a year by year 10.

Manufacturing plans: VisionSpring currently sources all products sold in India from China. Although there is manufacturing capacity in India, we have found that the quality and price available from Chinese manufacturers more appropriate for the market demand. Yet, as we scale, VisionSpring recognizes that we will need to shift our manufacturing to India. By year six, VisionSpring anticipates sourcing at least some of our eyeglasses and accessories from India in order to optimize shipping lead time and cost advantages. As part of our value proposition and competitive advantage in providing a quality pair of US-branded eyeglasses, we will continue to source from China in the short term until there is a clear advantage to source from India.

The manufacturing capacity for quality, affordable reading glasses, sunglasses and optical frames is limitless in China. VisionSpring has been sourcing from China since 2004 from a variety of eyeglass manufacturers. We have employed an agency named Chain-One Limited, based in Shanghai, since 2008. Chain-One's role is to communicate directly with our partner factories, managing logistics of shipments and inspecting orders and factories as necessary. Wage increases and currency revaluations in China might result in cost increases over the coming years which would help tip the cost balance in favor of India or another cost-competitive Asian market such as Vietnam. For the most standardized products, sourcing from China provides us with sufficient flexibility to navigate supply chain challenges. For our optical frames that require a wider selection of products where dynamic inventory management provides a competitive advantage, we will source from both China and India.

Software Architecture to assist in our scaling: VisionSpring currently manages a Salesforce cloud database that was integrated into our operations in 2008 and are currently testing mobile upload to the database (in partnership with the Grameen Foundation). This database provides us quick and easy access to reports and inventory positions at our outreach and retail outlets. Without a dynamic sales, operating metrics and inventory monitoring system, we would be challenged to manage any growth, let alone daily operations.

Private Sector scaling:

- Value Proposition: The current marketplace is served by fragmented, less professional optical stores as well as the formal market players. Informal optical shops are defined as the lowest-price players who rely on repeat customers for most of their business. Formal optical shops are those that charge higher prices catering to the upper middle to upper class. In district headquarter cities, one can find at least 20 optical shops that market to those who already understand the importance and value of eyeglasses and are regular purchasers. With this market environment, 65% of the market opportunity is left untapped by optical existing stores. BoOptical Care Hubs will provide critical rural and peri-urban educational outreach that will employ innovative approaches to demand generation. VisionSpring's value proposition is that we bring the highest level of professional services and products to BoP consumers at a price point they can afford.

Production Breakeven Point where public funding will no longer be required: Once we have proven that our 10 stores are self-sustaining, the pace of our subsequent rapid expansion phase will be determined by the type (debt or equity) and amount of capital we raise.

Detailed Evaluation Methodology

Roughly 500 words. USAID Evaluation Policy requires that evaluation methodology be integrated into project design. Describe what data you propose to use to measure the social and economic benefits created by the innovation. Describe the draft Performance Management Plan, including the indicators that will be used to monitor the performance of the project every quarter, how these data will be collected, and the

relevant baseline and target values for project-end or treatment and comparison groups. Identify which data will be reported quarterly and which at the project-end evaluation. If you submitted a concept note, please provide more details than your previous application. The more rigorous the evaluation method, the better.

- For Stage 2 and 3 innovations that are expected to eventually scale through public funding, provide more details regarding the rigorous method that will be used to evaluate project impacts on beneficiaries relative to a comparison group.

In order to ensure that we are effectively serving the base of the pyramid consumer, VisionSpring will utilize Grameen’s Progress Out of Poverty Index (PPI) to assess the demographic that access our services and purchase glasses at our stores. VisionSpring’s goal is that our customer base to be comprised of at least 70% base of the pyramid consumers with a higher income demographic constituting no more than 30% of our base. 100% of VisionSpring’s outreach efforts will target the BoP consumer. We anticipate that our BoPtical Care Hubs consumers will be about 60% BoP subsidized by 40% higher income customers purchasing higher margin products. VisionSpring will apply the PPI on a randomized selection of customers at each store throughout the year to ensure that our stores are achieving their objective of increasing access to comprehensive eye care for the base of the pyramid.

In order to ensure that our customers are receiving the highest level of care, VisionSpring will employ a third party evaluator to conduct randomized tests assessing accuracy of prescription determination and appropriate glasses dispensing. As part of the evaluation a team of optometrists will conduct comprehensive eye exams for our customers to ensure that prescriptions are within a 0.25 diopter for errors from -/+ 0.25 – -/+ 2.00 D of sphere and within .050 diopters for errors over -/+ 2.00 diopters of sphere. Astigmatic corrections will be tested to ensure they are within –0.50D of cyl for powers from –/+ 0.25 D to -/+ 2.00D and within 0.75D for cyl powers above -/+2.00 Diopters. Cyl axes will be tested to ensure they are within 15 degrees for cyl powers up to -+2.00D and within 10 degrees for cyl powers above -+2.00 D. The results of this comparative exam will ensure that customers are receiving accurate prescriptions. The evaluation will also ensure that we are not selling eyeglasses unless they are truly needed. Optometrists will provide examinations for a minimum of 30 customers who purchased glasses through one of our BoPtical Care Hubs and 30 customers who were reached by our vision entrepreneurs in rural areas.

From 2007-2010, the University of Michigan conducted a rigorous impact evaluation on VisionSpring’s reading glasses intervention for the Base of the Pyramid consumers. The William Davidson Institute led a team in Andhra Pradesh, India to conduct market testing of 450 individuals in need of reading glasses. The study established that a pair of VisionSpring eyeglasses increases customer productivity by 35%. Further analysis of the data by the VisionSpring team concluded that reading glasses increased monthly income by 20% on average. Based on conservative estimates for average daily income in the developing world, VisionSpring calculates the economic impact of each pair of reading glasses sold and multiplies this average increase by the number of eyeglasses sold.

Economic Impact of Reading Glasses (per Consumer)

$$\begin{aligned}
 & \$2 \text{ average daily income} \\
 & \times 275 \text{ working days per year} \\
 & \times 2 \text{ years of useful life for each pair of glasses} \\
 & \times 20\% \text{ estimated increase productivity} \\
 & \underline{- \$7 \text{ cost of delivery for VisionSpring}} \\
 & \$213 \text{ Average Increase in Income over 2 Years}
 \end{aligned}$$

VisionSpring has identified the following performance indicators to be assessed quarterly:

1. Revenue from Glasses Sales
2. Gross margins
3. Net margins
4. Average unit price

5. Number of vision screenings conducted

VisionSpring currently implements a rigorous monitoring strategy that tracks sales data weekly through our online database, Salesforce. This standardized reporting is already in place as part of our mobile optical store model and we have already established best practices that can be easily transferred to our fixed location stores. This database provides us quick and easy access to reports, inventory positions at our outreach and retail outlets. As part of the launch of our BoPtical Care Hubs, VisionSpring will continue to ensure the highest standards of accountability.

Role of USAID

Roughly 300 words. Describe anticipated role of USAID, if any. This may include facilities, equipment, material, or personnel resources, as well as acting as a connector/network node, utilizing convening power, providing expert knowledge, etc.

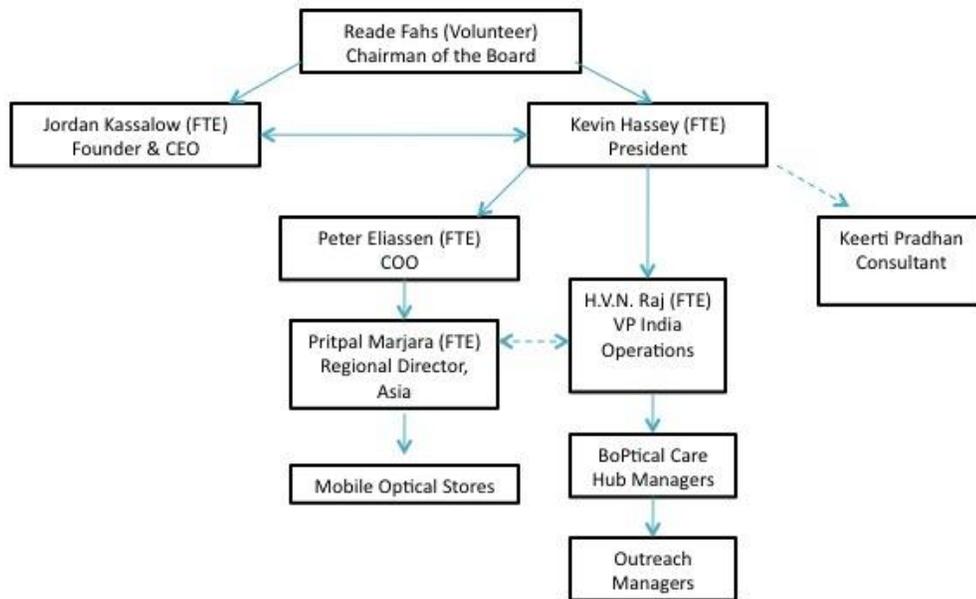
USAID will play a crucial role in alleviating vision impairment through its ability to attract high level support and raise awareness about the role restored vision can play in development. USAID's convening power will be particularly beneficial in helping VisionSpring build a consortium of stakeholders to address the global problem of uncorrected refractive error. The magnitude of the market failure necessitates a multilateral, multi-sector network with diverse expertise and a broad knowledge base. Key members of this consortium will be 1) multi-national optical companies; 2) social enterprises and NGOs; 3) public and private investors; and 4) government health and education departments. USAID's role will have a multiplying effect by catalyzing our impact and scaling our reach, in addition to helping attract new partners. This collaborative effort has the potential to accelerate our ability to achieve long-term sustainability while at the same time creating a framework to address a critical need in the second most populous country in the world. Within the context of this enabling environment, and with strategic investment and engagement from USAID, VisionSpring has the potential to leverage support in the private sector and to mobilize the Indian government to take on a larger role in ensuring that the 300M people living with vision loss have access to glasses.

In addition, USAID's expertise will be instrumental in facilitating market creation. VisionSpring has worked diligently to implement social marketing and behavior change methodologies in the rural areas of India, yet demand generation remains critical to our ability to unlock the market and achieve sustainability. VisionSpring would like to leverage USAID's knowledge base and in country expertise to help us launch a strategic aspirational branding campaign aimed at creating lasting behavior change in the rural Indian market.

Detailed Staffing Plan

Roughly 500 words. Describe relevant domain knowledge and experience, any background in developing nations, track record of professional success relevant to the proposal and its applicability to the project objective. Describe roles, responsibilities and expected Level of Effort. Include an organization chart. Demonstrate that the team includes extensive management experience in complex settings, and capacity to attract support from policy-makers or private sector actors.

Organization Chart for India Operations



Dr. Jordan Kassalow, Founder & CEO

Dr. Kassalow is Founder and CEO of VisionSpring, providing leadership and technical expertise to its global operations. He is also the founder of the Global Health Policy Program at the Council on Foreign Relations, where he served as an Adjunct Senior Fellow from 1999-2004, and co-founder of Scojo New York. Prior to his position at the Council, he served as Director of the Onchocerciasis Division at Helen Keller International. He currently serves on the Board of Directors for the Jerusalem Foundation and is an Ashoka, Skoll, Draper Richards, and Henry Crown Fellow at The Aspen Institute. The recipient of numerous awards, including the prestigious Skoll Award for Social Entrepreneurship, John P. McNulty Prize, and The Center for Advancement in Social Entrepreneurship (CASE) Award for Enterprising Social Innovation (ESI) from Duke University's Fuqua School of Business. Dr. Kassalow received his Doctorate of Optometry from the New England College of Optometry. He completed his Fellowship in Preventive Ophthalmology and his Masters in Public Health from Johns Hopkins University.

Kevin Hassey, President

Mr. Hassey, President of VisionSpring, is responsible for overseeing global operations and leading growth strategy implementation of VisionSpring's diverse portfolios. He is a 20-year veteran of the optical business, spending nearly half his career managing retail and brand marketing for Luxottica Group's LensCrafters business unit. During his tenure, Mr. Hassey successfully expanded LensCrafters retail stores by four-fold, from 200 to an excess of 800 stores. During this same period, LensCrafters achieved 30 consecutive quarters of same store sales growth, becoming the leader of optical retailing in America. Mr. Hassey's retail expansion management expertise has been instrumental in the effective and accelerated scaling of VisionSpring operations worldwide. Following a decade-long career at LensCrafters, Mr. Hassey served as President of LCA Vision. Under his leadership, the market capitalization of the company increased from \$100 million to more than \$1 billion, becoming the largest American retailer of lasik vision services. During this period, LCA

Vision was recognized as Number 5 of the Top 100 Fastest Growing Companies by Fortune Magazine and Number 9 of the Top 100 Hot Growth Companies by Business Week Magazine. Mr. Hassey is an MBA graduate of Carnegie Mellon University and holds a Bachelor's Degree in Marketing from Boston College.

Hindupur Venkanna Nagaraj, VP of India Operations

Mr. Nagaraj will be overseeing the launch of the BoOptical Care Hubs and outreach. Mr. Nagaraj has more than 20 years of experience in retail with Raymond, Future Group, and Pantaloons BATA. Mr. Nagaraj worked with the GKB Optical heading the vertical retail from 2005 – 2010 and specializing in training, sales, marketing & operations. While with GKB optical he increased the footprint in pan India from 25 to 53 stores. Previously Mr. Nagaraj was Associate Vice President at Vasani Eye Care, the world's largest network of eye care hospitals. Vasani's customer profile is mid segment and Mr. Nagaraj ensured that patients received complete glasses from Rs. 800 upwards with sales averaging 50,000 a month, with 90% contribution coming from the rural areas. Mr. Nagaraj received his bachelors in commerce and a graduate degree in journalism from Osmania University in Hyderabad.

Peter Eliassen, Chief Operating Officer

Mr. Eliassen has been with VisionSpring since 2008 and is responsible for the leadership and management of VisionSpring's global operations and the achievement of operational and sales objectives. Prior to joining VisionSpring, Mr. Eliassen held positions in a mix of both public and private sector organizations. Most recently, he worked for Unilever in the US Foods Customer Development group. Prior to completing his MBA, Mr. Eliassen worked for Capital One as an Integrated Operations Project Manager, for the United Nations Conference on Trade and Development in Geneva, and as a consultant for a village-based microfinance network and for micro-entrepreneurs while serving in the Peace Corps in Benin. A graduate of Vanderbilt University with a degree in Economics, Mr. Eliassen received his MBA from Thunderbird, where he specialized in Finance and International Development.

Pritpal Marjara, Regional Director for Asia

Mr. Marjara is responsible for leading VisionSpring's mobile optical store operations in India and collaborating with the organization's premier partner, BRAC in Bangladesh. Mr. Marjara has nearly 15 years of diverse professional experience in social marketing, behavior change communication, research and Information Technology. Prior to joining VisionSpring, he was with Marie Stopes International (MSI), a world leader in providing family planning service, where he worked with the global marketing team to increase access and demand for family planning products and services through the use of technology. Before his work with MSI, Mr. Marjara worked with the National AIDS Control Organization, within the Indian Ministry of Health & Family Welfare and with Population Service International (PSI), including work on the successful Avahan Project. Author of numerous research papers on social marketing, Mr. Marjara began his career as an IT professional developing software programs, including a two-year assignment in the Czech Republic. He holds a Master's degree in Information Technology from Maharishi Dayanand University.

Keerti Bhusan Pradhan, Consultant

Mr. Pradhan signed a six-month, extendable contract with VisionSpring in February 2012. He holds a Masters in Healthcare Management from the premier institute in India, Tata Institute of Social Sciences, a WHO collaborating center for Health Policy and Management. In addition he has a MPH degree (Management of International Public Health) from Centers for Diseases Control & Emory University, Atlanta USA. Mr. Pradhan has 24 years of experience in health sector program development, planning and management. His experience began with grassroots community health program management in the Orissa state of India and expanded to managing large-scale healthcare, hospital and capacity building programs in Asian and African countries. His experience includes working for Government, Private, Charity and Corporate groups. Mr. Pradhan has worked with various International Agencies and Centers of Excellence in healthcare sector. Before taking up the Freelance Consultant's role for Eye Hospitals in Asia and Africa, he was a Senior Consultant of management and capacity building at the renowned eye hospital in the India Aravind Eye Care System, a WHO collaborating center for prevention of blindness, heading the consultancy

and capacity building division at LAICO (Lions Aravind Institute of Community Ophthalmology) and providing onsite support to eye care programs and organizations in Asian and African countries.

Detailed Description of Partnerships and Additional Resources

Roughly 500 words. Describe partners and their expected roles and responsibilities, including partner and other resources brought to bear. List other past and pending requests for financing from other sources.

- Proposed amount of the applicant's financial as well as in-kind participation (clearly identify which resources are cash and which are in-kind and provide information on the nature of the in-kind contributions)
- Proposed amount of prospective or existing partner's (or partners') committed financial as well as in-kind participation
- Describe any and all USG funding (source and amount) this project has already received is receiving currently, and any other USG funding applicant are currently seeking or applying for.
- Describe any other USG funding you received that this project significantly leverages (e.g. if the project seeks to adapt for development purposes a technology the applicant has developed with government funding, please describe that prior government funding).
- For projects that expect to scale via the private sector, the applicant should describe why they haven't been able or raise sufficient financing and capital from private sector sources.

VisionSpring requests a three year commitment from USAID in the amount of \$585,350. An additional \$405,000 will be committed from VisionSpring and philanthropic institutions.

India currently operates as a Section 25c, NGO, not-for-profit entity. At the culmination of the grant period, VisionSpring will have an established, viable, investable business model at which point we will revise our existing legal structure to allow us to raise capital from private sector resources.

As part of our commitment to comprehensive eye care, VisionSpring has a referral system that ensures that individuals identified with eye disorders are connected to the appropriate care at local eye hospitals. VisionSpring will work closely with local eye hospitals to strengthen and systematize our referral processes and create a framework that will ensure that individuals in low-income communities have access to advanced eye care. The Indian National Program for Control of Blindness, administered by the Ministry of Health and Family Welfare, provides free cataract surgery at government hospitals, yet the efficiency of this policy is limited by the ability of the government to triage and identify potential patients, particularly in rural India. Through our BoPtical Care Hubs, VisionSpring will help connect cataract patients identified at our optical stores and at vision campaigns to government sponsored treatment.

In addition VisionSpring was recently approved to be one of a handful of vendors for a new government initiative in India that will invest in vision and school children. (See Appendix D.) In recognition of the transformative role corrected vision can play in education, and consequently development, the national government is implementing a policy mandating that states assume the costs associated with prescribing and dispensing eyeglasses to school children in 8th-10th grade classes, or ages 13-15. This new initiative provides an opportunity to dramatically broaden VisionSpring's reach and our ability to have an impact on education without requiring additional resources. USAID's support for the BoPtical Care Hub initiative will be leveraged with multi-year funding from long-term supporters of VisionSpring including the Mulago Foundation and Warby Parker.

Detailed Budget and Financial Plan

Complete Standard Form SF-424 and supporting narrative; see <http://www07.grants.gov/techlib/SF424-V2.0.pdf>): No page limit. Provide major line items, identification of funding source (i.e., by partner) for each, and a break down by project year. Finally provide a narrative (roughly 500 words) of how the resources will

be used, including justification of all costs based on fairness and reasonability as well as whether they match the project.

See Appendix B

Brief description of plan for joint communication/branding

Roughly 150 words. USAID’s policy is that programs, projects, activities, public communications, or commodities implemented or delivered under co-funded instruments – such as grants, cooperative agreements, or other assistance awards that usually require a cost share – generally are “co-branded and co-marked.” In accordance with 22 CFR 226.91, this policy applies to these assistance awards even when the award does not require any cost sharing (see [ADS 303.3.10](#)). Please provide your detailed plan below.

VisionSpring will co-brand all signage in our BoPtical Care Hubs to include acknowledgement of USAID’s support. All printed materials that are disseminated as part of the rural outreach will also be co-branded; this includes posters and flyers advertising the vision campaigns as well as educational materials about proper eye care.

Proposed Milestones

Provide a description of proposed project milestones in the table below.³ The initial milestone should be established reasonably early in the grant period, for example, 14 days after the award of the grant, and generally no later than 30 days after award. Subsequent milestones should be established as frequently as is reasonable for the program and the period of the grant. Generally, milestones should be set quarterly or more frequently to reduce risk for both the recipient and USAID.

Estimated Award Start Date: Estimated Award Start Date: 7/1/12

	Estimated Completion Date	Description of Milestone
Milestone 1	7/15/12	Team hired and trained to open first store.
Milestone 2	8/1/12	First store opens on budget, on scope, on time.
Milestone 3	11/1/12	Second store opens on budget, on scope, on time.
Milestone 4	2/1/13	Three stores open on budget, on scope, on time; initial studies fielded to determine % getting glasses that needed glasses, % lesser income and Rx accuracy %.
Milestone 5	5/1/13	Four stores open on budget, on scope, on time.
Milestone 6	8/1/13	Five stores open on budget, on scope, on time. Annual studies completed and annual success criteria met on studies to determine % getting glasses that needed glasses, % lesser income and Rx accuracy %; also annual revenue % of operating cost target achieved.
Milestone 7	10/1/13	Six stores open on budget, on scope, on time.

³ Please add or remove additional rows to the table in order to enter all proposed milestones.

Milestone 8	12/1/13	Seven stores open on budget, on scope, on time.
Milestone 9	2/1/14	Eight stores open on budget, on scope, on time.
Milestone 10	4/1/14	Nine stores open on budget, on scope, on time; annual studies completed and annual success criteria met on studies to determine % getting glasses that needed glasses, % lesser income and Rx accuracy.
Milestone 11	6/1/14	Ten stores open on budget, on scope, on time.
Milestone 12	8/1/14	Annual studies completed and annual success criteria met on final Stage 2 study to determine % getting glasses that needed glasses, % lesser income and Rx accuracy %; also final Stage 2 study annual revenue % of operating cost target achieved.
Milestone 13	5/1/15-7/1/15	Annual studies completed and annual success criteria met on final stage 2 study to determine % getting glasses that needed glasses, % lesser income and Rx accuracy %; also final stage 2 study annual revenue % of operating cost target achieved.

Note: *Milestones past initial 12 months subject to renegotiation as agreed to by both parties.*

Other

Note any risks to success and plans to mitigate them (100 words):

Attracting and retaining quality professional staff is an ongoing challenge in the developing world. VisionSpring’s success is indelibly intertwined with that of our staff and as we expand the capacity of our staff becomes even more critical to our ability to effectively scale. VisionSpring has worked diligently over the past 10 years to mitigate this risk by providing targeted training for our staff to ensure that our customers are receiving the highest level care in a professional environment.

Analyze the project’s gender-disaggregated expected outcomes. *See section 6.2* (100 words):

VisionSpring is committed to ensuring that the proposed project contributes to gender equality, and we will give appropriate attention to program activities and results as they pertain to gender. Historically, VisionSpring’s sales of eyeglasses have been, on average, equally divided between female and male customers in the developing world. Female/male ratio for sales in India is approximately 40%/60%. While presbyopia and myopia afflicts females and males equally, VisionSpring recognizes that, particularly in the developing world, the ability for both females and males to purchase eyeglasses is not always equal. For instance, it is common in the developing world that women are not able to expend household funds for the purchase of eyeglasses without their husbands’ approval. To help address such issues, VisionSpring’s marketing materials and behavior change messages focus equally on the advantages to the entire family when both parents purchase eyeglasses. Our marketing materials are deliberately gender-equal, and show images of men and women benefitting from clearer vision.

If any external factors (e.g. rainy seasons, upcoming elections) make the award decision especially time sensitive, please describe these factors, their influences on the success of the project, and key dates. Attempts to overstress time sensitivity where none exists will be considered unfavorably. (100 words)

N/A

Environmental safeguards: Provide a brief description of known and expected environmental impacts (land, water, air, wildlife, health, plants, endangered species, etc.). Describe mitigation measures, if any, and include them in the budget. *See section 6.3* (100 words):

N/A

Thank you for your interest in the USAID Development Innovation Ventures Fund. Please also attach the following Supplemental Information:

- Proposed high-level project implementation schedule (preferably in a Gantt chart). *See Appendix A*
- Cost application, including major line items by year of implementation and a brief description of each. *See APS Section 3.2.3*. *See Appendix B*
- Past performance references. *See APS Section 3.2.2*. *See Appendix C*
- A letter of intent from any existing resource or implementation partners, including from the host country government and private sector partners, where applicable *See Appendix D*
- If possible, include a corresponding letter of endorsement from the relevant USAID mission.
- Curriculum vitae for all staff (see detailed staffing plan)
- All other supplemental information requested in APS#M/OAA/GRO/LMA/11-2000.