2019-2023
STRATEGY
For a world in which no one is needlessly blind or vision impaired

Photo: Michael Amendolia
MESSAGE FROM THE CHAIR

The Fred Hollows Foundation’s 2019-2023 Strategy seeks to build on our success and strengthen our efforts to deliver a world in which no person is needlessly blind or vision impaired.

On behalf of The Foundation’s Board, it is my pleasure to introduce our new five year strategy.

The latest statistics on blindness around the world present a stark challenge for The Fred Hollows Foundation. There are 36 million people who are blind and 217 million with moderate to severe visual impairment. Most worryingly these numbers are set to triple over the next 30 years.

Without concerted action it’s estimated that by 2050 there will be 115 million people living with blindness, with almost 90% in developing countries.

Over the past 26 years The Fred Hollows Foundation has played a critical role in addressing blindness and vision loss. The interventions of NGOs like The Foundation have seen about 90 million people have their sight restored since 1990.

We have made a significant impact, but we have so much more to do.

The Foundation’s 2019-2023 Strategy aims to address these clear challenges with a concrete plan to tackle the causes of blindness and vision loss in the developing world.

The strategy sets out the impact we aspire to have, how we will deliver that impact and identifies key initiatives to strengthen our organisation as a key contributor to the eye-health sector.

It is also true to the spirit and values of the late Professor Fred Hollows. We aim to lift our impact by setting ourselves some big targets:

• prioritising cataract which remains the biggest cause of blindness around the world;
• finally eliminating trachoma, the leading infectious cause of blindness;
• addressing gender inequity in eye health so that women can access treatment; and
• closing the gap in avoidable blindness and vision impairment between Aboriginal and Torres Strait Islander people and other Australians.

These are all big challenges, but they are inspiring challenges. They are exactly the type of ambitions that Fred would have wanted The Foundation to deliver against.

To do this we continue to strengthen our governance and maintain a growing resource base. Under the previous strategy we began a process to diversify our income generation to new markets including Hong Kong, the UK, the UAE and the US. This important work will continue as part of our plan to become a truly global NGO, enabling The Fred Hollows Foundation to have a greater impact in addressing blindness worldwide.

Just as Fred Hollows said, “I’m an optimist, always, that the world can be a better place”. We need to set our aspirations high. It demonstrates our continued determination to make an impact restoring sight and changing lives. It gives us something to strive for.

John Brumby AO
Chair
INTRODUCTION
FROM THE CEO

IN THE 21ST CENTURY NO ONE SHOULD HAVE TO LIVE WITH AVOIDABLE BLINDNESS OR VISION IMPAIRMENT. WE HAVE LOW COST, PROVEN SOLUTIONS TO MANY EYE CONDITIONS, YET TOO FREQUENTLY THEY ARE NOT ACCESSIBLE TO EVERYONE. THE WORLD COMMUNITY CAN AND MUST DO BETTER.

The challenge we face is significant. 36 million people are blind and 1.1 billion people live with some form of vision impairment. Almost 90% of people who are blind live in low- and middle-income countries and 55% are women. We know that four out of five people who are blind don’t need to be, yet global action is still not a priority.

Some progress has been made in recent years. The prevalence of vision impairment has dropped from 4.58% in 1990 to 3.38% in 2015. This demonstrates that our collective efforts are effective and in real terms mean 90 million people who would otherwise be blind have had their sight saved or restored. But against this is a rising tide of short-sightedness in the young and an ageing population more susceptible to cataracts. Unless global efforts scale up, blindness will triple by 2050. Political will, investment, and effective implementation are needed now.

I am proud to present The Foundation’s response to this challenge in our five-year strategy for 2019-2023.

This strategy focuses on how to urgently scale-up efforts to reach those who are currently being left behind. Our long-term goal must be zero prevalence of avoidable blindness and vision impairment. If we are leaving no one behind there should be no gap in prevalence between low- and high-income countries, within countries, or between women and men.

To better measure our contribution to these goals, we have formulated new impact measures and will start reporting, annually, increases in cases of blindness and vision impairment averted and years of sight saved as a result of our work. Additionally, we will increasingly focus on measuring the quality and equity of the treatments we support. We hope that in time, metrics like these will become standard in the eye health sector to better measure our collective impact.

This strategy sets ambitious targets against our disease priorities. We will scale-up efforts to treat cataracts and ensure that we are responding to the increasing burden of refractive error. We will end the scourge of trachoma. At the same time The Foundation will be at the forefront in searching out solutions for other eye diseases that can be accessible to all. To accelerate and amplify our impact we will help identify inspiring challenges to unite International NGOs, partners and donors in our common aim.

To achieve this strategy we have set goals for ourselves. We will make attracting major new investment a higher priority, while continuing our strong efforts in individual giving. We will target and improve expertise that will amplify our impact and bring about more sustainable change. We will continue to invest in our people and seek to organise and execute in an even more effective and efficient way.

This strategy is designed to energise and direct us as a team, as we strive to end avoidable blindness for all. I also hope it will inspire our supporters and partners so that together we can change the lives of many who are needlessly blind or vision impaired.

IAN WISHART
CEO

BY 2050, AS MANY AS 115 MILLION PEOPLE WILL BE BLIND

The Fred Hollows Foundation 2019–2023 Strategy
2019 – 2023 STRATEGY

OUR VISION

A WORLD IN WHICH NO PERSON IS NEEDLESSLY BLIND OR VISION IMPAIRED

PURPOSE

We are determined to deliver Fred Hollows’ vision of preventing blindness and restoring sight.

We work around the world so that no one is left behind, and in Australia we work tirelessly to ensure that Aboriginal and Torres Strait Islander people can always exercise their right to sight and good health.

Our priority is to work with communities to improve their own eye health. We do this through life-changing surgeries and treatments, training doctors and health workers, generating new ideas, and pushing for change at all levels – from local to global.

CONTRIBUTION

Year-on-year increase in cases of blindness and vision impairment averted and years of sight saved with support from The Foundation. Gender equity, inter-country and internal equity achieved in this impact.

VALUES

INTEGRITY

COLLABORATION

EMPOWERMENT

ACTION

HOW WE DELIVER

TREAT, TRAIN AND EQUIP

STRENGTHEN HEALTH SYSTEMS

ENGAGE AND EMPOWER COMMUNITIES

ADVocate AND INFLUENCE

INNOVATE TO ACCELERATE CHANGE

AREAS OF EXCELLENCE AND EXPERTISE TO DELIVER GREATER IMPACT

OUR STRATEGIC GOALS

DELIVERING IMPACT

Effective cataract treatment is accessible to all

Trachoma is eliminated

Effective refractive error prevention and treatment is accessible to all

Diabetic retinopathy and other eye conditions can be affordably managed

DRIVING SUCCESS

We inspire and mobilise a growing base of supporters worldwide

We attract diverse new major funding sources to The Foundation

We deliver with outstanding performance through a committed workforce, dynamic culture and efficient operations

We build a network of synergy with entities, partners and associated organisations

INSPiring CHALLENGES THAT AMPLIFY OUR IMPACT
OUR VALUES

OUR VALUES ARE INTEGRAL TO THE WAY WE WORK TO DELIVER OUR VISION

INTEGRITY
• We hold ourselves accountable to the highest standards
• We do what we say we will do
• We are honest and transparent in everything we do
• We strive for fairness, equity and opportunity

EMPOWERMENT
• We enable people to take actions themselves
• We speak up for those who are not heard
• We listen, learn and share information
• We make a positive difference

ACTION
• We focus on results
• We learn from our successes and mistakes
• We seek smarter ways to have greater impact
• We take bold, considered risks to achieve our vision faster

COLLABORATION
• We partner with others to achieve more
• We are stronger together
• We deeply respect the strengths of those with whom we work
• We embrace diversity and celebrate inclusion
HOW WE DELIVER

THE FOUNDATION HAS DEVELOPED KEY APPROACHES TO ACHIEVE IMPACT IN EYE HEALTH. OUR APPROACHES ARE INFORMED BY THE WORLD HEALTH ORGANIZATION’S SYSTEMS FRAMEWORK, DELIVERED THROUGH A HEALTH SYSTEM STRENGTHENING APPROACH TO IMPROVE EQUITY, QUALITY, EFFICIENCY AND SUSTAINABILITY.

OUR APPROACHES

TREAT, TRAIN AND EQUIP
We can create sustainable change and expand the reach of eye-care services through investing in local people, training local doctors, nurses, clinical and community health staff, and equipping facilities. This will expand the reach of eye care services and create sustainable change, ensuring the poorest and most marginalised groups can access free or low-cost care.

STRENGTHEN HEALTH SYSTEMS
We will effectively integrate eye health care throughout the health system, to deliver high-quality, efficient, sustainable, and accessible eye health education and care.

We will develop local leaders to manage health systems and embed quality improvement that encourages innovation and rewards performance. We will work with governments to ensure adequate financing for essential eye health services, and strengthen data and regulation standards.

ENGAGE AND EMPOWER COMMUNITIES
People are at the centre of all that we do. We seek to respond to the needs of local people and empower communities to access eye-health services and demand better care. By raising awareness about eye health we confront some of the barriers to treatment. We focus particularly on ensuring marginalised groups, including women and Aboriginal and Torres Strait Islander peoples, have a voice and enjoy equitable access to eye health.

ADVOCATE AND INFLUENCE
We recognise that addressing eye health means driving change at local, national and international levels. We will leverage our position as a leading international development organisation to put eye health on the global agenda. Working in partnership with like-minded organisations, we adopt a coordinated and evidence-based approach in influencing governments, international organisations and other decision makers to effect sustainable change. We seek to make eye health a priority for international donors and governments. We will also leverage our position as a respected provider of eye-health services at country levels to address regulatory or legal barriers to better eye care, where required.

INNOVATE TO ACCELERATE CHANGE
We honour Fred Hollows’ pioneering spirit by investing in better ways to address avoidable blindness around the world. We will make eye care more effective, affordable and accessible through investing in new technologies, piloting new approaches to deliver and finance eye care, and adapting ideas that have been proven successful elsewhere and use them to overcome similar challenges in low resource situations.

We will continue to work to support, uphold and advance the rights of Aboriginal and Torres Strait Islander peoples and communities to self-determination, leadership and control.
This strategy identifies five areas across which we will grow our expertise, enabling us to drive greater impact on the ground and elevate our international recognition as a value-focused organisation. We aspire to take a leading role on these issues, to deliver our strategy and benefit the entire sector. This is not a comprehensive view of all the areas of expertise that we possess or seek, but indicate our initial focus areas.

Our approach to building competency will, of course, be inclusive of others. We will work collaboratively to ensure that knowledge and expertise flow to and from our partners and associates. Our targeted areas of expertise are:

**Medical and Eye-Health Expertise Focused on Quality and Efficiency**
We will strengthen our Medical Advisory Team and supplement them with health-system and hospital expertise. While scale up of clinical work is a central challenge of this strategy, we will focus on driving quality and efficiency to increase impact. Stronger medical and eye-health expertise is essential for us to advise how to lift the bar on quality and effectiveness. This will position us at the forefront of training, technologies and approaches that will deliver superior results.

**Health Financing for Affordable Eye Health**
Given the increasing rates of avoidable blindness and vision impairment, harnessing national and global momentum towards universal health coverage is key to extending accessibility and affordability of eye care. We will work to develop expertise, evidence, partnerships, and innovative solutions in eye-health financing to enhance effective delivery, promote eye health’s inclusion in financed packages of care, support strategic purchasing of eye-health services and commodities, and provide lessons for broader universal health coverage. This will enable us to play a greater role in advising governments on these areas.

**Community-Based Service Delivery**
Comprehensive eye-health systems comprise multiple layers, all playing a critical role in delivering equitable and affordable eye care. While we work at all levels in the system, we give priority to community-based service delivery models to enable us to more effectively reach the poor, marginalised and under-serviced. Our expertise will span outreach screening, surgical centres and district eye hospitals.

**Digital and Data**
Digital systems and data have a crucial role in driving the efficiency of health systems, especially in developing countries. Digital and data is also central to connecting with new supporters and involving them in our mission to end avoidable blindness, and continues to drive organisational efficiency. We need to improve how we leverage digital systems, data and automation to improve eye-health systems and how they can be used to further engage our donors, supporters and the public.

**Gender and Equity**
In this strategy we aim to become a leader in delivering evidence-based policy, programming and advocacy to achieve equity in eye health. In particular, we recognise that blindness and vision impairment impact women at greater rates. To reverse this, we must find ways to overcome the gender inequity in access to eye-health services.
GOALS TO DELIVER IMPACT

THE FOUNDATION’S VISION IS A WORLD IN WHICH NO PERSON IS NEEDLESSLY BLIND OR VISION IMPAIRED. OUR ULTIMATE GOAL THEREFORE IS TO REACH ZERO PREVALENCE OF AVOIDABLE BLINDNESS AND VISION IMPAIRMENT, WITH A FOCUS ON EQUITY.

In this strategy we will measure our impact through increases in cases of blindness and vision impairment averted and years of sight saved as a result of our work. We will also focus on closing the gender gap in these two measures.

To deliver maximum impact, our work will be driven by four impact goals around:

- Cataract
- Trachoma
- Refractive error
- Diabetic retinopathy and other eye conditions

DELIVERING IMPACT

Effective cataract treatment is accessible to all

Trachoma is eliminated

Effective refractive error prevention and treatment is accessible to all

Diabetic retinopathy and other eye conditions can be affordably managed

INSPIRING CHALLENGES THAT AMPLIFY OUR IMPACT
**Effective cataract treatment is accessible to all**

Cataract is the leading cause of blindness worldwide. Many people will need cataract surgery as they age, and demand will significantly increase as populations grow and people live longer. Our top priority remains ensuring sustainable, equitable access to high-quality and efficient cataract care for poor, marginalised and under-served communities.

We seek to strengthen health systems to ensure that millions of people can readily access comprehensive eye-care services, including life-changing cataract surgeries. We will help governments become better purchasers and regulators, shape health financing solutions, advance workforce management, and improve the use of data to create sustainable change.

**Targets**
- Increase Cataract Surgical Coverage (CSC) and Effective Cataract Surgical Coverage (ECSC) to 80% and 60% respectively across key countries in which we work. Support action to ensure the national Cataract Surgery Rate exceeds 3,000 per million population in more advanced countries and 2,000 in less advanced countries.
- Ensure the majority of countries are on track to achieve health systems’ objectives and our partners are on track to achieve performance objectives.
- Ensure effectively resourced initiatives to enhance equity of access to cataract treatment are included in the national health plans of five countries where we work.
- Ensure the majority of cataract surgical partners have strong continuous quality improvement systems and are capturing cataract surgical outcome data.

**Trachoma is eliminated**

Trachoma is the leading infectious cause of blindness with 157.7 million people living in areas where they are at high risk of developing trachoma. We are committed to the global elimination of trachoma as a public health problem, and through the efforts of a global coalition, we believe trachoma will be eliminated as a public health problem in the next decade.

As women are four times more likely to need surgery for the blinding stage of trachoma, we strive to ensure our programming strategies and advocacy messages prioritise reaching women.

We subscribe to the programming priorities of the World Health Organization Global Elimination of Trachoma 2020 and are a leading implementer of trachoma elimination initiatives globally.

**Targets**
- Eliminate trachoma and ensure effective post-validation surveillance and response systems are in place in at least seven countries.
- Clear the trachoma backlog and complete effective and safe MDA activities in the districts where we work in five countries.
- Work with the global community to strengthen and expand implementation of the SAFE strategy across trachoma-endemic districts until trachoma is eliminated as a public health problem globally.

**Effective refractive error prevention and treatment is accessible to all**

Access to glasses remains a significant global challenge and the result is that uncorrected refractive error is the second leading cause of blindness globally and the leading cause of moderate to severe vision impairment. Most cases of refractive error are successfully treated with glasses, but untreated, they can have an enormous impact on educational outcomes, productivity and quality of life.

Short-sightedness (myopia) affects people at an early age, including school-age children. Sadly, short-sightedness is growing rapidly, and some estimates suggest that without intervention, half the world’s population will have short-sightedness by 2050 and 500 million people will be blind as a result. Presbyopia (difficulty with close-range work due to ageing) is also on the rise, as a result of more people living longer. This dual burden means the need for glasses and high-quality refraction services is set to grow significantly.

**Targets**
- Build refractive error into national health plans in key countries where we work.
- Integrate eye screening into national school health plans in key countries where we work.
- Increase treatment uptake and treatment compliance in our programs by 50% from 2019 baseline.

**Diabetic retinopathy and other eye conditions can be affordably managed**

Diabetic retinopathy (DR) is the leading cause of avoidable blindness in working age people, and three-quarters of those with DR live in low and middle-income countries. If current trends persist, by 2045 more than 215 million people will have diabetic retinopathy and more than 60 million will have a sight-threatening form of the disease. Glaucoma is also the third most common cause of blindness in the world and more than 60 million people are affected by glaucoma worldwide.

To date, we have not promoted widespread screening and treatment of these other eye conditions, as cost-effective treatments do not yet exist, especially in low-resource settings. Throughout this strategic plan we will seek and then pilot a cost-effective package of interventions for the management of diabetic retinopathy in low- and middle-income countries. We will also maintain a watching brief on glaucoma and other major causes of blindness and intervene where we can create models of care that are affordable for people living in low- and middle-income countries.

**Targets**
- Demonstrate a cost-effective model of screening and treatment for DR for low resource settings.
- Ensure that governments in at least five of the countries in which we work include funded initiatives for managing diabetic retinopathy in their national non-communicable disease plans.
- Identify the key barriers to achieving affordable glaucoma care in low resource settings, and The Foundation’s role in supporting global efforts to address them.
SUCCESSFULLY ACHIEVING OUR LONG-TERM GOAL IS DEPENDENT ON HOW WE FUNCTION AS AN ORGANISATION.

We need to be able to fund our activities, operate effectively and contribute an overall benefit to the sector. We have set goals to ensure we are performing at the optimal level to maximise our resources and impact.

GOALS TO DRIVE OUR SUCCESS

DRIVING SUCCESS

- We inspire and mobilise a growing base of supporters world wide
- We attract diverse new major funding sources to The Foundation
- We deliver with outstanding performance through a committed workforce, dynamic culture and efficient operations
- We build a network of synergy with entities, partners and associated organisations

INSPIRING CHALLENGES THAT AMPLIFY OUR IMPACT
Key to The Foundation’s long-term success is the ability to continually grow our base of supporters. We have always been a movement powered by hundreds of thousands of people inspired by the legacy of Fred Hollows, and the impact of his work. We are focussed on maintaining growth in Australia while increasing our global supporter base.

**Targets**
- Increase total global supporters and maintain brand awareness in Australia
- Grow fundraising in Australia
- Significantly increase international fundraising as a proportion of total fundraising.

To increase our global impact, we will play a catalytic role in mobilising new financial resources for eye health from a diversified base of major donors, corporates, foundations, governments, multilateral organisations, and financial institutions. We use a combination of direct approaches and social mobilisation. We build and maintain strong partnerships with major funders and work with them to achieve common goals. To unlock new funding streams, we design innovative investment vehicles and business models linked to high impact projects.

** Targets**
- Unlock new revenue for eye health from major donors, corporates, foundations and institutional donors.
- Attract new funding through alternative business models and impact investing.

To deliver this strategy, The Foundation needs the appropriate operating environment that combines a talented workforce, fit-for-purpose operating model and efficient systems and processes.

** Targets**
- Foster a culture of inclusion and innovation with strong employee satisfaction.
- Strengthen our operational efficiency and embed enhanced sustainability, legal, risk and compliance approaches.
- Identify and implement two-way partner capacity uplift tools and processes.

We aspire to elevate our performance and add greater value to the eye health sector. We can achieve this through creating synergies with the key stakeholders and players with whom we share the common purpose of ending avoidable blindness and vision impairment, and with entities whose purpose is supported by our work. We will proactively build networks, foster relationships and work with relevant parties to ensure our collective value is greater than the sum of our individual contributions.

** Targets**
- Further develop a global governance structure for all The Foundation’s entities.
- Leverage relationships with existing partners and build new partnerships to increase impact.
- Secure eye health as a priority within universal health care through effective advocacy and working with partners (eg, other NGOs, IAPB, WHO and brand ambassadors).

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THE INSPIRING CHALLENGES THAT AMPLIFY OUR IMPACT

TO DELIVER OUR LONG TERM GOALS WE HAVE IDENTIFIED BOLD AND INSPIRING CHALLENGES THAT WILL AMPLIFY OUR IMPACT.

The challenges that inspire us are:

• Clearing the cataract backlog
• Closing the gap
• Achieving gender equity
• Finally eliminating trachoma

Together with our supporters and partners we are committed to making a difference and are inspired by these great initiatives that change people’s lives.
CHALLENGE #1
CLEARING THE CATARACT BACKLOG

Cataract is the leading cause of vision loss throughout the world and the backlog of untreated cataract is rapidly increasing as a result of the ageing population. We aim to unite the eye-health sector and donors in delivering sustainable, high-quality eye-health models in countries where cataract is most prevalent, such as the development of small-scale surgical centres to perform high volumes of cataract surgeries at low cost. We want to inspire international donors to restore sight to the millions who are currently denied access to sight-saving surgery.

CHALLENGE #2
CLOSING THE GAP

To close the gap in avoidable blindness and vision impairment between Aboriginal and Torres Strait Islander peoples and other Australians, The Foundation will bring together Aboriginal and Torres Strait Islander health leaders from their communities with donors, corporations and governments to implement and fund bold new initiatives. Community-driven innovations harnessing expertise from beyond the health sector will help reorient health services. We will help build the critical eye health workforce and infrastructure to enable Aboriginal and Torres Strait Islander organisations to design, lead and implement eye health and vision care services for their various communities.
ACHIEVING GENDER EQUITY

It is unacceptable that women are 1.3 times more likely to be blind or vision impaired than men. Four out of five of them don’t need to be blind, as their eye conditions can be easily prevented or treated. This challenge is about achieving gender equity in eye health by addressing the systemic barriers that drive gender inequities.

We will design all our programs to consider their gender impact and will influence partners to take on this challenge. We will invite donors and investors to join us in this important feature of our work.

FINALLY ELIMINATING TRACHOMA

We will continue to work with our partners to eliminate trachoma globally and ensure it does not re-emerge. This will require finishing the job where we already work, as well as daring to enter new and challenging locations where trachoma continues to be a public health concern. As we approach elimination, we will seek to leverage our investments, partnerships and learnings to address other eye health issues.
THE PRINCIPLES UNDERPINNING OUR STRATEGY

OUR COMMITMENT TO INTERNATIONAL FRAMEWORKS
The Foundation recognises the Sustainable Development Goals (SDGs) as the global commitment to end poverty and ensure no one is left behind. This is the agreed framework for sustainable development until 2030 and addresses the challenges that our work is both impacted by and seeks to address. We are committed to making a meaningful contribution towards achieving the SDGs.

Our approach is centred on avoidable blindness and vision impairment, but our efforts will cut across many of the 17 goals. Capturing and aligning with the global momentum towards universal health coverage, we will work to ensure that people receive the quality eye health services they need without facing financial hardship. We will also seek to demonstrate how challenges in eye health and their solutions can have broader implications for the way health systems and services are structured and resourced to achieve universal health coverage. We will also promote sustainable consumption, action on climate change and foster the global partnership for sustainable development.

Our programs, advocacy and research agendas will maximise sustainable efforts to end avoidable blindness and vision impairment. We will work in partnership across the eye health sector and more broadly to use our collective efforts to instigate policies and measurable business practices to achieve and promote low-energy demand and low-material consumption.

The World Health Organization is shortly to release the World Report on Vision, which The Foundation has contributed to. We anticipate this becoming an important guiding framework for eye health work.

We recognise that integration of service delivery is paramount to effective health systems and will seek to demonstrate eye health as a model of best practice in this area.

RESPONSE TO CLIMATE CHANGE
Our strategy acknowledges the threat and potential impacts of climate change on disease burdens, health priorities and government spending. We anticipate health systems will face shifting patterns of disease because of climate change and we will incorporate this into decisions around where we work. In particular, we will play our role in seeking to reduce our carbon footprint in our supply chain. We will keep up-to-date with developments and amend our strategy and work as required.

WHO WE SEEK TO SERVE
We will prioritise equity in our programming to ensure no one is left behind, working where there is the greatest need and the least access to eye health care both within and between countries.

Blindness and vision impairment disproportionately affect women, so we will focus on delivering evidence-based policy, programming and advocacy to achieve gender equity in eye health.

We recognise indigeneity is often a unique driver of inequity. Our specialised skills and experience gained from our work with Aboriginal and Torres Strait Islander peoples will be shared and applied to overseas groups, where appropriate.

We will consistently strive to ensure appropriate, affordable and high-quality services are effectively provided in the right places, at the right time and for the right price.

Sources for this publication include IAPB Vision Atlas, First Edition 2017 and GET2020 Data 2018 and WHO Alliance for the Global Elimination of Trachoma by 2020.
WHERE WE SEEK TO SERVE

We are committed to serving countries and communities that have the highest prevalence of avoidable blindness and vision impairment and the least access to eye health services.

Historically, The Foundation’s countries of operation have extended in an arc around Australia from the Pacific, to South East Asia, South Asia, the Middle East, and East and Southern Africa. This arc contains developing countries with the largest numbers of blind people and many of the highest prevalence rates.

We follow the principle of avoiding duplication and will continue to develop partnerships with other significant eye health NGOs, NGOs beyond the eye health sector and members of the International Agency for the Prevention of Blindness (IAPB) which have complementary geographical coverage. In the Pacific, we will continue to program in partnership with Fred Hollows New Zealand.

Consequently, in this strategy The Foundation will maintain its interest in this arc of countries and look to international NGO partners, where necessary, to work beyond this arc.

While our vision drives us to scale-up, targeting the greatest gaps between need and access means we will not compromise our impact by spreading ourselves too thinly. Our priorities lie in our current countries of operation before expansion is considered. We have developed a Program Prioritisation Framework to optimise our investment in each country and to balance our global portfolio.

HOW WE SEEK TO SERVE

The Foundation is committed to international development principles and favours interventions that build long-term sustainability of health systems and eye health services, while balancing this against meeting immediate needs.

During our 26 years of work, we recognise that countries progress through distinct phases as their economies, health systems and eye health sectors mature. We have aligned our goals, ways of working and structure to each context, with the intent of progressing our programming activities from supporting basic eye care services through to universal eye health coverage and sustainability, based on each country context.

Typically, in a country with a less mature eye-health sector, we invest in reducing the cataract backlog, working with partners to build eye health capacity and infrastructure. In these contexts, countries are still reliant on aid to support eye health and have yet to, or are in the early stages of, establishing national approaches to eye health.

In a country where eye health is already seen as a priority for investment, and where more capacity exists to respond and invest, our role is to work in partnership with the current eye health actors to improve efficiency and quality. As capacity develops, our support expands to further improve equity and to strengthen governance and the overall competence in eye health delivery.

In countries where the eye-health systems are further established and governments are investing in eye health, our role is to ensure that eye health is integrated into general health, remaining gaps in coverage are eliminated, and that services are sustainable and future-proofed.

Ultimately it is the host country’s responsibility to build and maintain comprehensive eye health services, and our work will give priority to partnering with governments to strengthen public health systems for eye health. We will also continue to directly address the lack of access to eye-health with support to not-for-profit, private sector and social enterprise solutions where appropriate.
THANK YOU
FOR KEEPING FRED’S DREAM
ALIVE

www.hollows.org