

The Fred Hollows Foundation

Annual Report 2020

The Department of Foreign Affairs and Trade (DFAT) is the Australian Government agency responsible for managing Australia's overseas aid program. The aim of the Australian aid program is to promote Australia's national interests through contributing to international growth and poverty reduction. In 2020, the Australian Government contributed funding towards The Fred Hollows Foundation's programs in Bangladesh, Cambodia, China, Ethiopia, Fiji, Kenya, Kiribati, Lao PDR, Myanmar, Nepal, Nauru, Palestinian Territories, Pakistan, Philippines, Papua New Guinea, Rwanda, Solomon Islands, Timor-Leste, Vanuatu and Vietnam, through the Australian NGO Cooperation Program (ANCP) and the Direct Assistance Program (DAP).

The Fred Hollows Foundation is a member of the Australian Council for International Development (ACFID) and is a committed signatory to the ACFID Code of Conduct, which is a voluntary, self-regulatory sector code of good practice. The Code requires members to meet high standards of corporate governance, public accountability and financial management.

More information on the Code, including how to make a complaint, can be obtained from ACFID by visiting www.acfid.asn.au or emailing code@acfid.asn.au. The Foundation also has its own process for handling complaints which can be activated by phoning The Foundation's head office on 02 8741 1900, and asking to speak with the complaints officer, or emailing complaints@hollows.org.

The Foundation's vision for reconciliation is grounded in our deep commitment to, and respect for, the rights of Aboriginal and Torres Strait Islander Peoples. In particular, their inalienable rights to sight, good health and self-determination.

In 2020, some of The Foundation's RAP commitments were not possible because of COVID-19, and as such The Foundation looked to implement alternative activities. Throughout the year, The Foundation worked to renew and strengthen its commitment to promoting reconciliation through mutually-respectful relationships between Aboriginal and Torres Strait Islander Peoples and other Australians.

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This publication may contain images of persons that have passed away. The Fred Hollows Foundation would like to acknowledge these persons and pay our respects to them and their families.

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About us

Who we are

The Fred Hollows Foundation is an international development organisation which has worked in some of the world’s most remote and disadvantaged communities for almost 30 years. We are independent, not-for-profit, politically unaligned and secular.

Our vision

We see a world in which no one is needlessly blind or vision impaired.

Our 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 Peoples can always exercise their right to sight, good health and self-determination.

In addition to delivering life-changing surgeries and treatments, our priority is to strengthen health systems around the world. We do this by training local doctors and health workers and collaborating with governments and local health organisations in the countries where we work.

Our values

Our values of integrity, empowerment, collaboration, and action underpin every aspect of our work both in Australia and around the globe.

Our Global Impact 2020

2020: An unprecedented year for the world, including The Fred Hollows Foundation.

Global Results

- **1.8+ million** people screened
- **6.3+ million** people treated with antibiotics for trachoma
- **15,358** people trained, including surgeons, nurses, community health workers and teachers
- **241 medical facilities**, training centres, schools and other facilities built, renovated or equipped
- **1+ million school children** and community members educated in eye health and sanitation
- **8 programs** pivoted to supporting the covid-19 response, thanks to the Australian government through the Australian NGO Cooperation Program (ANCP)
- \$374,255 redirected to supporting the covid-19 response, including:
 - \$218,076 spent on PPE and consumables
 - \$49,319 spent on medical equipment, including respirators

Globally, 43,846 items of medical equipment and consumables benefited 4,559 members of the public and health workers in the midst of the pandemic

Measuring our impact

The outcomes of our work tell us the difference we have made to patients' sight and how this can impact their daily lives.

We are proud to say that in 2020, we contributed to more than 860,000 years of quality sight saved, improving and protecting the sight of over 100,000 people in Africa, the Middle East, Asia and the Pacific through cataract surgeries, addressing refractive error, trachoma surgeries and diabetic retinopathy treatments.

In East Asia, nearly 60% of the years of sight saved were in women. Women also comprised 54% of the people whose sight we improved through cataract surgery. This is an important achievement as, according to The Lancet Global Health Commission on Global Eye Health (2020), South East Asia has the world's largest gender gap in blindness.

Gains in household productivity and income following cataract surgery are important to poorer and disadvantaged households impacted by the COVID-19 pandemic.

Additionally, nearly two-thirds of the adults in South Asia whose sight we improved with glasses were women, including agricultural workers in Pakistan and garment factory workers in Bangladesh, where glasses are known to increase quality of life and productivity.

Glasses are a simple, low-cost solution to rising short sightedness globally, yet many people cannot access them. In South East Asia, nearly three-quarters of the years of sight saved through distributing glasses were in children, which will benefit their education and daily lives.

"I stand for spreading the benefits of modern medicine as widely as possible and improving people's living standards." - Professor Fred Hollows

Messages

Gabi Hollows AO

A message from the Founding Director

When 2020 began I couldn't possibly have imagined what lay before us. In the past year, humanity has been through astounding challenges that have touched every area of our lives. We have come so far, but there's still lingering uncertainty for many about what the future holds.

The Foundation has been operating for almost 30 years and 2020 was undoubtedly our toughest year, as we tried to restore sight to people who are needlessly blind in the midst of a global pandemic. Our patients are some of the most vulnerable people in the world and they need us more than ever.

We have always relied on the generous support of donors in Australia and around the world, and because of them, we have been able to continue restoring sight. This is an extraordinary achievement that I don't take for granted.

In addition to continuing our work, 2020 was a rollercoaster of joyous and sad moments.

In April, to celebrate what would have been Fred's 91st birthday, The Foundation launched a public campaign inspired by one of Fred's most enduring quotes, "I believe the basic attribute of mankind is to look after each other". We thought it was just the message people needed in those early days of the pandemic. Backed by some of our loyal ambassadors, we encouraged people to care for each other during increasingly uncertain times. It was so uplifting to see people rally behind Fred's timeless message.

In May, we farewelled Dr Pararajasegaram (Dr Para), a very dear long-time friend and leading ophthalmologist who passed away in India. Dr Para travelled with Fred and our team for a year in the 1970s to remote communities around Australia as part of the National Trachoma and Eye Health Program. He then asked Fred to be a consultant to the World Health Organization's prevention of blindness program and later invited us to Nepal for the first time – which became the launch pad to our work in Asia. I miss him dearly.

In August, together with my four daughters, I took part in Fred's Big Run, an inaugural virtual event. The challenge was to walk or run at least 25km over the whole month and raise funds for The Foundation at the same time. Because physical events weren't possible during 2020 we hoped supporters would be excited about the opportunity to both keep up their physical activity and do something positive during what was a challenging time. We were completely blown away by the support of people from all over the world who joined us in the challenge. More than 7,000 people took part and raised more than \$1.7 million. My family and I were overwhelmed with the way people came together, and one of the true highlights was the sense of community the event's Facebook page created – with participants supporting each other and celebrating their successes.

In October, on World Sight Day, I was privileged to participate in a special virtual webinar for our supporters along with three world renowned eye health heroes: Dr Sanduk Ruit from Nepal, Dr Wondu Alemayehu from Ethiopia, and Dr Phuc Huynh Tan from Vietnam. In keeping with the theme of Hope in Sight, we talked about the future of eye health and how we can continue making a life-changing difference in communities across the world. On days like that I know that Fred would be so proud of the family of dedicated medical professionals who continue to share his dream of a world where no person is needlessly blind.

In November, I read the most heart-warming stories of children making a positive difference in their communities as part our annual Humanity Award for Year 6 students. One of those children, Kai Trott, rallied his whole community to participate in their ANZAC Day Street initiative during COVID-19, lining the streets with candles. What a young gentleman! Our future really is in great hands.

It was an immense year and we couldn't have done it without our loyal supporters. Like Fred, our supporters might not think they're extraordinary, but what we have achieved together is out of this world.

So, thank you. Because of you, we could.

John Brumby AO

A message from the Chair

It is with a mixture of sadness and satisfaction, I write for the last time as The Fred Hollows Foundation's Board Chair. My tenure comes to an end in May 2021. I am truly privileged to have chaired the most iconic charity in Australia. In this role I have met the most respectable, capable and dedicated people working towards a common vision – ending avoidable blindness. Few things could surpass this purpose.

Over the past few years I have witnessed many changes across the world where The Foundation is working. I have also seen many changes at The Foundation.

It is fair to say, 2020 was by far the most challenging year for The Foundation, as it was for all international NGOs, Australian businesses and charities.

As a Board we knew that our first responsibility was to ensure the safety and security of our staff, partners and beneficiaries and then to ensure the long-term sustainability of The Foundation. We had to ensure we put ourselves on a firm financial footing to enable The Foundation to both deal with the uncertainty of 2020 and also manage further disruption through 2021 and beyond.

I'm pleased to say we've done that. The Foundation is in a strong position despite the difficult and disrupted year. We put aside vital funds to ramp back up services as soon as it was safe to do so. Pleasingly, the ramp back up has now commenced because as the COVID-19 threat reduces in many countries due to vaccinations, we need to address the growing eye health problems, and the backlog created by COVID-19.

During 2020 eight of our programs pivoted to support the COVID-19 response with more than \$218,000 spent on PPE and consumables and almost \$50,000 on medical equipment for efforts to manage the pandemic. The medical equipment and PPE supported more than 4,550 people including health workers.

One of the areas of work of which I'm most proud is The Foundation's global leadership. We continue to play a key role in shaping the priorities of the international development sector.

In a year where global health policy was dominated by COVID-19, sustained advocacy from The Foundation and the eye health sector saw the 73rd World Health Assembly adopt resolution WHA73.4 on 'Integrated People-centred Eye Care, including preventable vision impairment and blindness'.

This global agreement commits to making eye health part of achieving Universal Health Coverage. It is a significant and important step to ensuring eye health is prioritised and integrated into public health systems.

Last February, The World Health Organization also extended The Foundation's Official Relations Status for a further three years, recognising our pivotal role in supporting the WHO.

In 2020 we also enshrined an Indigenous board member in our Constitution, ensuring a First Nations representative will always be at the highest level of decision-making. The theme for last year's National Reconciliation Week was 'In this together', which resonated in ways we couldn't have imagined. It was only fitting The Foundation embedded this resolution into its Constitution to show that together we truly value Aboriginal and Torres Strait Islander Peoples, histories and cultures. And I'm proud that since Fred's time working with Indigenous communities in the 1970s, we have made real progress to close the gap on eye health outcomes. I am sure this will remain a priority until that gap is finally closed.

I was proud to see us rise to constantly changing challenges in 2020 and demonstrate remarkable resilience. As always, I want to thank our donors who remain our bedrock of support and continue to contribute generously to The Foundation's work.

On a personal note I would like to thank my fellow Board members for their support and friendship during my time on the Board and as Chair. And I would like to thank The Foundation's global team of staff, partners, members, supporters and volunteers who are all part of the "Hollows family".

Fred believed he was doing "good honest work" and this remains true today. Not many people have the opportunity to be part of such work, but everyone who contributes to Fred's vision changes lives and fills me with great optimism for the future. I will continue to champion and support this work.

Ian Wishart

A message from the CEO

I have worked in international development for more than 30 years and I can say 2020 was the most challenging year, not just for The Fred Hollows Foundation but for most people and organisations around the world. We went into the year with a strong plan but a pandemic that caused a global crisis across health systems, economies and communities certainly caused major disruption. Fred Hollows wanted to end the disparity between wealthy and poor nations, and his aspiration seems more noble, more relevant, than ever.

While The Fred Hollows Foundation is not a “humanitarian relief” organisation, we are a “human” organisation. We care about the welfare of people. That means we had an obligation to our values, our mission and our legacy to do what we could to help communities exposed to COVID-19.

Our focus in 2020 was on ensuring the long-term stability of The Foundation through this pandemic crisis while also doing whatever we could to continue to support eye health services in the most challenging circumstances. The safety and security of our staff, partners and beneficiaries was our top priority closely followed by a restoration of eye services in a COVID-safe way.

We are proud to say that we have protected The Foundation and ensured financial and organisational sustainability for the long-term. We’ve also put aside vital funds to ramp up our sight saving work even further as soon as it’s safe to do so.

Blindness and vision loss don’t stop with a global pandemic. In fact, the enormous disruption caused by COVID-19 has made the situation worse. People who could have accessed treatment and care have been unable to. The backlog has grown, making our work even more critical. Sadly in 2021, there are more people with vision loss and blindness as a result of the pandemic.

While COVID disrupted our programs The Foundation still supported screening of more than 1.8 million people last year and treated 6.3 million people for trachoma. Our efforts to train the vital health workforce continued with more than 15,358 surgeons, nurses, community health workers and teachers trained.

Fortunately, in many countries eye health services have resumed. But they have resumed in a new “COVID-safe” way. The Foundation has supported the provision of Personal Protective Equipment, new ways of working and adapted programs to recognise the need for social-distancing and lockdowns. We received tremendous support from the Australian Government through the Australian NGO Cooperation Program (ANCP) to help in these efforts.

As the pandemic is controlled and the global vaccination program rolls out, The Fred Hollows Foundation is focused on scaling up our programming to meet the unmet demand. Because of the support of our donors, we are fortunate to have some funds in reserve to grapple with the backlog, but we will need more to get back to the service levels that existed before the pandemic. We are constantly revising our guidance and support for safe working environments, for staff, partners and patients. We will resource this work for as long as needed to ensure safety.

The big lesson of the pandemic should be the need to increase investment in national health systems. By playing a role in helping communities respond to COVID-19, The Foundation continues to strengthen health systems that can help ensure pandemics like these will be better managed in future. Better health services are better for eye health as well.

Importantly, as a recipient of Australian Government funding, in 2020 The Foundation also took part in its regular accreditation review, a rigorous risk-management and due diligence process that provides the Department of Foreign Affairs and Trade and the public with confidence that the government is funding professional, well-managed organisations capable of delivering quality development outcomes and that are accountable to their stakeholders. I’m pleased to say The Foundation has successfully retained accreditation for the next five years.

I want to recognise the tremendous achievement of Foundation teams which worked so tirelessly to achieve our goals and give us more certainty and optimism going into 2021. They are all still working incredibly hard to ensure patients are getting the treatment they need and donors are kept apprised of our work. Let us continue to support each other and live by Fred’s mantra, that “having a care and concern for others is the highest of human qualities”.

Our COVID-19 Response

\$374,255 redirected to supporting the covid-19 response, including:

- \$54,783 in **Pakistan**, including 2,590 sets of ppe
- \$29,684 in **Bangladesh**, benefiting 245 health workers
- \$24,151 in **Cambodia**, including **25,068 face masks** and 960 litres of sanitising alcohol
- \$23,667 in **Myanmar**, including **3,000 hospital gowns** and benefiting **460 health workers**
- \$41,620 in **Rwanda**, including transport for **297 people** to treatment centres

Globally:

- 43,846 items of medical equipment and consumables supporting more than 4,559 members of the public and health workers

The COVID-19 pandemic put health systems around the world to the test. The Fred Hollows Foundation has continued to play our part, adapting to rapidly changing conditions and joining the fight against the pandemic.

When programs were temporarily postponed, we supported diverting eye health resources in many of the countries where we work to help counter the spread of COVID-19. Health workers trained by The Foundation continued to report for duty and use their skills to alleviate overburdened hospitals.

With support from the Australian Government through the Australian NGO Cooperation program (ANCP), we also helped those risking their lives on the job by redirecting funds to address the shortage of Personal Protective Equipment (PPE), purchasing over 41,750 pieces of PPE for our medical heroes.

With eye health services having resumed in many countries, we are working even harder to address treatment backlogs around the world and ensure we keep our patients and staff safe.

We also advocated for some of our closest neighbours not to be left behind by joining End COVID For All, a development sector campaign urging the Australian Government to support countries with vulnerable health systems in the Indo-Pacific.

The Foundation would like to thank the Australian Government for their continued generous support throughout the pandemic and for enabling us to pivot in the face of uncertain healthcare environments.

“Good eye service is the right of everybody, not just the wealthy who can afford it.” - Professor Fred Hollows

Stories from the pandemic frontlines

Equipping the Philippines

- \$17,227 redirected to supporting the covid-19 response in the Philippines
- 240 health workers benefiting across 5 provincial government hospitals

The Philippines was one of the first countries where COVID-19 spread. In February 2020, it recorded the world's first COVID-19 death outside China and the country quickly saw exponential growth in the number of people infected.

Many hospitals and healthcare facilities began to run out of vital supplies like PPE. Without protective equipment, health workers who care for patients with infectious diseases faced a much higher risk of becoming infected themselves.

In April 2020, with support from the Australian Government through the Australian NGO Cooperation Program (ANCP), The Foundation redirected ANCP funding to purchase 240 sets of PPE for delivery to the Provinces of Antique, Negros Oriental, Oriental Mindoro, Quezon, and Surigao Del Norte. The PPE sets included protective suits, face shields and contactless infrared thermometers.

Our partners in the Philippines extended their heartfelt gratitude to The Foundation and the Australian Government for our support in protecting vulnerable healthcare workers.

Helping migrant workers and displaced people in Lao PDR

- \$99,953 redirected to supporting the COVID-19 response in Lao PDR

With support from the Australian Government through the Australian NGO Cooperation Program (ANCP), The Foundation also worked with its government partner in Lao PDR, the National Health Insurance Bureau, to support quarantine centres receiving migrant workers, students, and displaced people who need to be isolated in Champasak Province. This included funding the provision of food for 832 migrant workers isolated at three main quarantine centres in the province and providing 9,500 face masks.

Deputy Head of the local Health Insurance Office Phoukhong Sivongsa thanked the Australian Government and The Foundation for the food and vital hospital equipment: "The long-term plan is to hand over the equipment to the district hospitals of Sanasomboun, Soukhouma and Champasak to help improve their services and medical standards."

Lending a hand in Kenya

- \$83,067 redirected to supporting the COVID-19 response in Kenya
- 653 health workers benefiting from PPE across 13 county hospitals

The Fred Hollows Foundation, with support from the Australian Government through the Australian NGO Cooperation Program (ANCP), donated PPE worth \$83,000 to frontline medical staff in public hospitals across 13 counties in Kenya including Busia, Migori, Turkana and Kisumu.

Many medics had been concerned about the inadequate supply of protective equipment. Busia County Governor Sospeter Ojaamong said their consignment was the biggest they had received in the fight against COVID-19.

"We are glad to see some well-wishers come out to assist in containing the COVID-19 virus since we cannot fight it alone," he said.

The Foundation's Kenya Country Manager Jane Ohuma said the equipment would help isolation and treatment centres in the country and strengthen the fight against COVID-19.

"All activities have been halted due to COVID-19. You can imagine what a partially blind person is going through at the moment. They are at risk of going blind if they don't get the support they need. These are people who need a lot of support and care, since they have to be guided all the time," she said at the time.

"I especially want to thank the Australian Government and the Australian people who continue to support our work in Kenya."

With support from Australia's High Commissioner to Kenya, Alison Chartres, Ms Ohuma also separately presented the Kenya Council of Governors with \$90,350 worth of supplies on behalf of The Foundation.

Ms Chartres expressed her thanks, saying: "We are very proud of The Fred Hollows Foundation. It does wonderful work in Australia and across many countries of the world in eye health and it continues the legacy of Dr Fred Hollows."

"I never did medicine to make a lot of money. I did it because it was a useful thing to do." - Professor Fred Hollows

Our global results

Rising to the challenge

In 2020, we worked with our partners more closely than ever before to ensure people could access affordable, high-quality and safe eye care.

- **1,847,134** people screened
- **40,379** cataract operations
- **9,112** surgeries to treat trachoma

- **7,757** diabetic retinopathy treatments
- **119,967** other sight saving or improving interventions
- **6.3+ million** people treated with antibiotics for trachoma
- **58,613 pairs of glasses** distributed
- **15,358** people trained, including:
 - 12,179 community health workers
 - 2,062 teachers
- **1+ million** school children and community members educated in eye health and sanitation

Region highlights

Africa

In Africa, we screened **981,540 people** and performed **41,927 eye operations** and treatments, including **7,163 cataract operations** and **9,105 surgeries** to treat trachoma.

We **distributed 6.3 million doses of antibiotics** for trachoma and 2,017 pairs of glasses.

We **trained 10,036 people**, including community health workers.

We **educated 489,822 school children** and community members in eye health and sanitation.

We built, equipped or renovated **200 facilities**.

Through our Cameroon Development Impact Bond, we **screened 41,019 people** and performed 3,233 eye operations and treatments, including **1,689 cataract operations**.

We **distributed 7,660 pairs of glasses**.

South Asia & the Middle East

In South Asia and the Middle East, we **screened 389,969 people** and performed **27,733 eye operations** and treatments, including **23,477 cataract operations** and **3,020 surgeries** to treat diabetic retinopathy.

We **distributed 17,344 pairs of glasses**.

We **trained 863 people**, including surgeons and clinic support staff.

We **educated 57,143 school children** and community members in eye health and sanitation.

We built, equipped or renovated **5 facilities**.

East Asia

In East Asia, we **screened 361,013 people** and performed 97,962 eye operations and treatments, including **6,730 cataract operations** and **91,033 other treatments** or interventions.

We distributed **25,856 pairs of glasses**.

We **trained 1,977 people**, including community health workers.

We **educated 543,902 school children** and community members in eye health and sanitation.

We built, equipped or renovated **32 facilities**.

Through **Alina Vision in Vietnam**, we **screened 41,212 people** and performed **2,358 eye operations** and treatments, including **727 cataract operations** and **1,618 other treatments** or interventions.

We **trained 248 people**, including teachers.

We **educated 121 school children** and community members in eye health and sanitation.

Australasia

In Australasia, we **screened 32,381 people** and performed **4,002 eye operations** and treatments, including **593 cataract operations** and **3,247 diabetic retinopathy procedures**.

We distributed **6,909 doses of antibiotics** for trachoma and 1,322 pairs of glasses.

We **trained 250 people**, including community health workers.

We **educated 3,843 school children** and community members in eye health and sanitation.

We built, equipped or renovated **4 facilities**.

Gender equity in focus

Women and girls make up 55% of the world's blind and vision impaired. The Foundation is committed to addressing gender inequity, including reporting our results.

- **50% of eye operations** and treatments performed were on women or girls
- **50% of people treated with antibiotics** for trachoma were women or girls
- **53% of health workers** trained were women
- **56% of glasses** distributed were to women or girls
- **51% of school children** and community members education in eye health and sanitation were women or girls

Case study: PPE supply helps Bangladesh double patient visits

During the COVID-19 lockdown, The Foundation's partner in Bangladesh Dr. K. Zaman BNSB Eye Hospital, funded by the Australian NGO Cooperation Program (ANCP), saw at least a 90% drop in eyecare visits, from roughly 600 to 60 visits. In April 2020, The Foundation's Bangladesh team pivoted five ANCP funded projects to repurpose funds from their Comprehensive Eye Care activities to respond to COVID-19. The team sourced and supplied PPE to the hospital. After this, the clinic's average number of visits doubled, from about 60 patients per day to 120.

In 2020, 56% of the cataract operations performed in Bangladesh were on women or girls and all of the 19 community health workers trained were women.

"Human beings have a right to live in peace and enjoy good health." - Professor Fred Hollows

Events

Running for Fred

In August, The Foundation launched its first ever virtual event called Fred's Big Run. The month-long event invited people to sign up to run or walk at least 25km, raising funds for The Foundation.

With the pandemic restricting mass physical events and traditional fundraising opportunities, Fred's Big Run gave people the chance to keep fit, join a global virtual community, and restore sight to those in need.

This innovative event was an enormous success, with more than 7,300 people in 782 teams participating from 25 different countries around the world. Collectively, participants raised \$1.78 million.

Founding Director Gabi Hollows and her four daughters, Emma, Anna-Louise, Ruth, and Rosa, joined the event from different locations in Australia and the United States.

One of the inspiring people to take part was Tony O'Neill a South Australian man who completed 60km while in hotel quarantine.

At the end of the event, the top fundraiser was Amanda Moore, who raised an astounding \$25,411 to help keep Fred's vision alive.

The Foundation sincerely thanks everyone who took part and donated to continue Fred's work. Find out more: fredsbigrun.org

World's eyes on vision

Despite a global pandemic, The Fred Hollows Foundation didn't let the world forget about the importance of sight. The Foundation continues to play a leading role in shaping the advocacy priorities of the international development sector as the world recovers from the impacts of COVID-19. Our collaboration with global organisations has gone from strength to strength.

All eyes on integrated people-centered eye care

In February 2020, The World Health Organization (WHO) Executive Board extended The Fred Hollows Foundation Official Relations Status for a further three years, recognising our pivotal role in supporting the WHO.

In a year where global health policy was dominated by COVID-19, sustained advocacy saw the 73rd World Health Assembly adopt resolution WHA73.4 on 'Integrated People-centred Eye Care, including preventable vision impairment and blindness'.

This landmark agreement, led by the governments of Australia and Indonesia, commits to making eye health part of achieving Universal Health Coverage.

Raising the profile of non-communicable diseases

The Foundation entered into a strategic partnership with global peak body the Non-Communicable Diseases (NCD) Alliance.

With NCDs responsible for almost 70% of deaths worldwide and being a common cause of preventable suffering, stigma and disability, this partnership has increased the profile of eye health conditions, including diabetic retinopathy and cataract, as an important part of the movement to combat NCDs.

The Foundation was provided with a select opportunity to have its work on diabetic retinopathy profiled by BBC Storyworks to a global audience of 90 million people. The mini documentary is part of a 12-month online campaign to lift the profile of NCDs through highlighting 14 organisations working in NCD care.

Link to film: <https://ncdalliance.org/turning-the-tide/films/vision-hope>

"This sort of work's too good a work to do for money" - Professor Fred Hollows

Research and innovation

Innovate to accelerate change

To meet the challenge of ending avoidable blindness and vision impairment we must discover and take to scale new ways to reach more people with high quality eye care.

New tools and technologies will be part of the solution, but technology alone won't solve it. The real breakthroughs will involve new business models, new collaborations, and more efficient models of care.

Addressing the evolving and growing eye health challenge requires not just more investment, but also new thinking.

We understand the nature and complexity of the challenges healthcare organisations face in low-resource settings and seek to work with them, eye care consumers, and other partners to identify, test, scale-up and showcase innovative solutions.

We are uniquely placed to undertake real world, applied research that catalyses meaningful change in the way eye care is delivered to those most in need. In 2020, with the help of our partners we shared new insights and evidence in 40 research and evaluation publications and progressed 36 research and innovation initiatives.

Gender equity and inclusion

We believe that all those who need eye care can and should receive it. Of the 1.1 billion people with vision loss, 55% are women and most live in low and middle-income countries.

Vision impairment and blindness have far-reaching implications for women, their families and communities. In some parts of the world, if girls are blind or significantly vision impaired, it is almost impossible for them to access education.

The Fred Hollows Foundation is determined to make significant progress to embed gender equity and inclusion across all that we do. Our strategy goes beyond equality and recognises women and girls across the world have different needs, preferences and constraints.

“The great challenges are not really personal challenges: How much can I do? – The great challenges are what structures can I help set in place that will alter things?” - Professor Fred Hollows

Research case study: uncovering disadvantage in Palestine

A survey supported by The Fred Hollows Foundation, St John Eye Hospital Group, and London School of Hygiene and Tropical Medicine, and released in 2020, showed the extent of intersectional disadvantage in Palestine.

The survey of more than 3,800 people assessed the prevalence of blindness, vision impairment, diabetic retinopathy, and disability in the West Bank and Gaza Strip.

Worryingly, it revealed:

- There are more than twice as many women who are blind from cataract than men, with women comprising at least 70 per cent of people who are blind because of cataract.
- People with any disability were more likely to have bilateral vision impairment.
- Women are significantly more likely than men to have a disability and to have multiple disabilities.
- Women with a disability are the most vulnerable group, with the highest prevalence of early vision impairment, poor outcomes after surgery, and diabetes.
- Financial hardship, fear of surgery, and lack of awareness about available treatment are barriers preventing people from receiving the services they need, putting patients at risk of vision loss.

The Foundation and St. John’s Hospital Group are using this data to incorporate disability inclusion into the design of a new project in Gaza. Among other goals, this project aims to develop partnerships with community-based rehabilitation providers and Disabled People’s Organisations.

Research case study: Enhancing access to eye care for women in Nepal

In 2020, in partnership with the Tilganga Institute of Ophthalmology, The Foundation completed a study that aimed to test several new strategies to increase uptake of eye health services among women living in rural mountainous and plains regions of Nepal.

The project found that providing a travel subsidy in combination with delivering awareness-raising activities and adjustments to care practices, significantly increased the uptake of eye care services by women at rural eye care facilities.

A significant proportion of female community members participating in the study, however, reported that regardless of subsidies or improvements in the way eye care is delivered, expectations of them to manage household duties often prevail and prevent them from participating in care.

The findings from this project demonstrated that deeply held cultural norms remain powerful barriers to achieving equity in eye health outcomes. The results of the study have informed a new 5-year strategy for The Foundation's work in Nepal and will be built upon in future studies.

"Inequity diminishes us all" - Professor Fred Hollows

Indigenous Australia Program

Our work in Australia

The Fred Hollows Foundation works tirelessly in Australia to ensure that Aboriginal and Torres Strait Islander Peoples can always exercise their right to sight, good health and self-determination.

Fred knew that the only way to deliver eye health services in Aboriginal communities was to have community members at the heart of that work. Equally, we know that to close the gap in eye health and achieve the lasting change we seek, Aboriginal and Torres Strait Islander Peoples must lead the design and delivery of services. It's in the DNA of The Foundation and it's a key reason why our programming is delivering results in communities.

The Foundation supports the calls of the Uluru Statement from the Heart, a document that set out the desires of Aboriginal and Torres Strait Islander Peoples for a First Nations Voice to parliament and a Makarrata Commission to oversee a process of Truth-Telling and Agreement Making (Treaty).

Case study: Northern Territory

Betty's story

Aboriginal and Torres Strait Islander Peoples are 12 times more likely to have untreated cataract than other Australians, but they are less likely to receive the necessary surgery.

That's why The Fred Hollows Foundation, in collaboration with key stakeholders, is delivering coordinated cataract surgery pathways to restore sight.

In December, The Foundation worked with Darwin Private Hospital and their staff to take pressure off the public health system and help Aboriginal and Torres Strait Islander Peoples access cataract surgery at a dedicated surgery intensive.

Among the 17 patients to have their sight restored was Betty Harris, 72, a retired healthcare worker.

"I've had problems with my sight for a long time, in both eyes. The right one is very blurry. The left is not quite as bad," Betty said. "It's hard to read, I can't watch TV. I can't do any night-time driving. I have to rely on my daughter."

Betty has five children, eight grandchildren and one great grandchild.

"I've got a great granddaughter who's about 7 and she's always wanting to hang with me all the time. She wants to go swimming all the time. I'll be able to take her," Betty said. "I'm not nervous, I just want to get it done."

After the successful surgery Betty said she was pleased to have The Fred Hollows Foundation support her and the other patients through the process.

"I would encourage people to have the surgery done. If it's going to help others, I'm happy to talk to people and encourage them," Betty said. "It's great. Fred Hollows is a great team. Things are much clearer now."

The Foundation's Indigenous Australia Program (IAP) says dedicated surgery lists mean Aboriginal and Torres Strait Islander Peoples can access cataract surgery more quickly than they would usually be able to.

"Too many Aboriginal and Torres Strait Islander Peoples are stuck on waiting lists with their vision worsening, even though cataract can be fixed with a relatively simple 30-minute operation," former IAP Manager Shaun Tatipata said.

"Even before COVID-19, only 37 per cent of the need for cataract surgery for Aboriginal and Torres Strait Islander Peoples in the Greater Darwin region was being met. Because of COVID-19 people who have been on the waiting list for cataract surgery had to wait even longer."

“What we are doing is giving these people the chance to help themselves. We are giving them independence.” - Professor Fred Hollows

Indigenous Australia Program

- **14,040 people screened** in remote and underserved communities
- **2,280 eye operations** and treatments
- **496 cataract** operations
- **627 people treated with antibiotics** for trachoma
- **1,322 pairs of glasses** distributed
- **1,126 school children** and community members educated in eye health and sanitation

Giving the gift of sight to 33 first nations peoples

In 2020, The Foundation’s Indigenous Australia Program, alongside Healthscope and Darwin Private Hospital, carried out two successful surgery intensives to help clear the cataract backlog for 33 Aboriginal and Torres Strait Islander Peoples – one of whom had been waiting three years for surgery.

The first intensive took place in March, ahead of Close the Gap Day and shortly before the Australian Government suspended elective surgery because of the pandemic. The second intensive finally took place in December.

With the public health system under enormous pressure, partnerships with organisations are key to reducing the cataract backlog, ensuring Aboriginal and Torres Strait Islander Peoples get treatment when they need it.

Indigenous eye care

As part of their mutual goal to close the gap in eye health, The Foundation and Specavers joined forces to launch two limited edition frames featuring artwork of contemporary Aboriginal artist and proud Yuin nation woman, Rheanna Lotter, also known as Ngandabaa. The artwork on the frames, ‘Saltwater Dreamin’, is a story about sustainability.

With \$25 from each pair of glasses donated to The Foundation, the funds raised will go towards projects that help provide eye care through Aboriginal Community Controlled Health Organisations, to ensure access to high quality, culturally-safe, patient centric eye care services.

The initiative raised \$125,000 and became our fastest selling limited edition frames ever, selling out in January 2021.

“Knowing that every pair will make a real difference in the Aboriginal community as well as raise awareness of Aboriginal Art and its importance in culture makes it a project I really wanted to be involved in,” Rheanna said.

NAIDOC week discussion

To celebrate NAIDOC Week, The Foundation hosted a special panel discussion for key donors and corporate supporters of our work in Australia.

The panellists were Associate Professor Kris Rallah-Baker, proud Yuggera and Biri-Gubba-Juru man and Australia’s first Aboriginal ophthalmologist, and Jaki Adams, Director of Program Implementation, Oceania, who has ancestral links to the Yadhagana and Wuthathi people of North Queensland, traditional family ties with the Gurindji people of Central Western Northern Territory and extended family relationships with the people of the Torres Straits and Warlpiri. The panel was moderated by proud Gunnai, Gunditjmara and Gooreng Gooreng woman and ambassador to The Foundation, Nakari Thorpe.

Dr Kris and Jaki shared about how The Foundation and our local partners are working towards achieving eye health equity for Aboriginal and Torres Strait Islander Peoples and improving access to vital health services.

“I hope all aboriginal children will grow up in an equal world.” - Professor Fred Hollows

Thank you

Institutional donors

Institutional donors provided more than \$18.1 million in 2020 to help us tackle avoidable blindness. This support will allow The Foundation to deliver high-quality eye care services to millions of people around the world.

- Australian Government through the Australian NGO Cooperation Program
- The United States Agency for International Development and RTI International
- United States National Institutes of Health
- UK Foreign, Commonwealth & Development Office (FCDO)
- Commonwealth Conflict, Security and Stability Fund
- Essilor Vision Foundation
- Conrad N. Hilton Foundation
- Kadoorie Charitable Foundation
- L'Occitane Foundation
- Latter-day Saint Charities
- The Lavelle Fund for the Blind
- New Zealand Ministry of Foreign Affairs
- Noor Dubai Foundation
- Standard Chartered Bank
- Wellcome Trust Fund
- The End Fund
- The Queen Elizabeth Diamond Jubilee Trust
- The Task Force for Global Health, Inc.
- Rose Foundation
- Sightsavers

Diamond anniversary of Nepal-Australia relationship

In February The Fred Hollows Foundation joined the Australian Government in celebrating the 60th anniversary of diplomatic relations with Nepal. An event was held at Parliament House in Canberra, attended by dignitaries including the Australian Ambassador to Nepal, His Excellency Mahesh Raj Dahal.

CEO Ian Wishart paid tribute to the remarkable Himalayan country and the special place it holds in the heart of many Australians, including The Foundation: “Nepal was one of our very first mates, thanks to the deep friendship between Fred and their most recognised ophthalmologist, Dr Sanduk Ruit. This led to the opening of the state-of-the-art Tilganga Institute of Ophthalmology in Kathmandu, which we still partner with.”

At the event, The Foundation’s Director of Brand and Communications Alison Hill thanked the Nepali people for their compassion after the recent devastating bushfires.

“Generously, every single staff member at Tilganga decided to donate a day’s pay to the bushfire appeal. There’s no better testament to the compassion of the Nepali people and the strong bond between our nations, which will continue for decades to come.”

Global strategic partners and alliances

The Fred Hollows Foundation is proud to have partnerships and alliances which play a strategic role in advancing our vision and mission.

On a global stage, these include:

- Official Relations with the World Health Organization (WHO)
- Special Consultative Status with the United Nations Economic and Social Council
- A member of the International Agency for the Prevention of Blindness (IAPB) and represented on the Board of Trustees, the global peak body for eye health
- A partner in 'VISION 2020: The Right to Sight', a global initiative of the IAPB and the WHO
- A member of the International Coalition for Trachoma Control (ICTC)
- A member of the Neglected Tropical Disease NGO Network (NNN) and a member of the Executive Committee
- A member of the Uniting to Combat NTDs Consultative Forum Partnership
- A Supporting Member of the NCD Alliance
- A member of the Research for Development Impact committee
- A signatory to Deliver for Good, a campaign initiated by Women Deliver and partners calling for better policies, programming and financial investments in girls and women
- A Member of Together 2030, a global civil society initiative engaging the 2030 Agenda for Sustainable Development
- A member of the Civil Society Engagement Mechanism of UHC 2030
- A member of the secretariat group for the United Nations Friends of Vision, a group of Member States seeking to advance eye health as a sustainable development issue
- A member of Vision for the Commonwealth, a coalition seeking to bring vision to everyone, everywhere in the Commonwealth
- Collaboration with Task Force for Global Health on the NTD safety program
- Close collaboration with CBM International and Orbis International on strategic initiatives
- And Strategic Organisational Partnerships with Sightsavers International and the International Diabetes Federation.

In Australia, these include:

- A member of the Australian Council for International Development and represented on the Board, the national peak body of international development NGOs and a signatory to its Code of Conduct
- A member of Vision 2020 Australia and represented on the Board, the national peak body for eye health and vision care
- A member of the Steering Committee for the Close the Gap campaign, which aims to overcome the difference in life expectancy between Indigenous and non-Indigenous Australians
- A member of the Campaign for Australian Aid
- A member of Diversity Council Australia, a not-for-profit workplace diversity advisor to businesses in Australia
- A signatory and supporter of the Make Poverty History campaign
- A signatory to the National Anti-Racism Strategy

Others include:

- International Council of Ophthalmology
- Global Partnership for Education
- Eye Care Foundation

- Tropical Data
- Global Health Alliance Australia
- The George Institute for Global Health
- University of Auckland
- Centre for Eye Research Australia
- And FHF (UK) is a member of Bond, the UK membership body for non-governmental organisations working in international development

Case study: Partnering to build back equal for women and girls

Link to video: [IAPB Webinar: Build Back Equal](#)

Thank you implementing partners

Afghanistan

HealthNet TPO.

Australia

AMSANT Aboriginal Corporation, Anyinginyi Health Aboriginal Corporation, Brien Holden Vision Institute Foundation, Central Australia Health Service, CheckUP Australia, Edith Cowan University, HealthHabitat, Institute for Urban Indigenous Health Ltd, Kirby Institute, Lions Eye Institute Ltd, Nganampa Health Council Inc, NSW Rural Doctors Network Ltd, South Eastern Sydney Local Health District (Outback Eye Service), Western New South Wales Local Health District.

Bangladesh

Government of Bangladesh (1. Barisal Medical College & Hospital and four district hospitals: 2. Barisal Sadar, 3. Patuakhali, 4. Pirojpur and 5. Jhalokathi), Bangladesh Jatiya Andha Kalyan Somity, Cox's Bazar Baitush Sharaf Hospital, Ispahani Islamia Eye Institute and Hospital, Khulna BNSB Eye Hospital, Mazharul Haque BNSB Eye Hospital, Nizam Hasina Foundation Hospital, Paribar Kallayan Samity.

Cameroon

Magrabi ICO Cameroon Eye Institute.

Cambodia

Kandal Provincial Health Department, Ministry of Women's Affairs (MoWA), National Program for Eye Health (NPEH), Kampong Chhnang Provincial Health Department, Preah Sihanouk Provincial Health Department, University of Health Sciences (UHS).

China

Altay Prefecture People's Hospital, Anhui Provincial Hospital, National Institute of Hospital Administration, First Affiliated Hospital of Xinjiang Medical University, Zhongshan Ophthalmic Centre, Sun Yat-Sen University, Guangxi Health Commission, Guanyang County Public Hospital Group, Huanxian County Hospital, Huanxian Health and Family Planning Bureau, Hutubi County People's Hospital, Kashgar Prefecture First People's Hospital, Lixin Public Affairs Promotion Association, National Prevention of Blindness (PBL) Committee, Shawang County People's Hospital, The Affiliated Hospital of Dali University, The First Affiliated Hospital of Guangxi Medical University, The No. 5 People's Hospital of Hepu County, The People's Hospital of Pu'er City, The People's Hospital of Xingye County, The People's Hospital of Xundian County, The People's Hospital of Binchuan County, The People's Hospital of Qiubei County, The People's Hospital of Wenshan Prefecture, The People's Hospital of Yanshan County, The People's Hospital of Nanjiang County, The Second People's Hospital of Yunnan Province (Yunnan Red Cross Hospital), Xingtang County Hospital, Xinjiang Health Commission, Yunnan Health Commission, The People's Hospital of Zhen Xiong County, The People's Hospital of Lu Liang County, The 1st People's Hospital of Hong He Hani Ethnic and Yi Ethnic Autonomous Prefecture, The People's Hospital of Hui Ze County.

Ethiopia

Federal Ministry of Education, Federal Ministry of Health Ethiopia, Oromia Water, Mineral and Energy Bureau – WASH, Regional Education Bureau, Zonal Health Office East Shewa, Zonal Health Office South West Shewa, Zonal Health office West Arsi, Zonal Health office Arsi, Zonal Health office Bale, Zonal Health office Borena, Zonal Health office Buno Bedele, Zonal Health office East Wollega, Zonal Health office Guji, Zonal Health office Horo Guduru Wollega, Zonal Health office Ilu Aba Bora, Zonal Health Office Jimma, Zonal Health office Kelem Wollega, Zonal Health office North Shewa, Zonal Health

office OSZSF, Zonal Health office West Guji, Zonal Health office West Harerghe, Zonal Health office West Shewa, Adama Medical College Hospital, Ambo Hospital, Bisidimo Hospital, Caritas Switzerland, Chiro Hospital, Dodola Hospital, Ethiopian National Association of the Blind (ENAB), Fitcha Hospital, Goba Zonal Hospital, Jimma Hospital, Olenchiti Hospital, Shenen Gibe Hospital, SNV Netherlands Development Organisation, Oromia Regional Health Bureau, Tulu Bolo Hospital, London School of Hygiene & Tropical Medicine.

Eritrea

United Nations Children's Fund (UNICEF), Ministry of Health Eritrea, Orotta College of Medicine and Health Sciences.

Fiji

Ministry of Health and Medical Services Fiji, The World Health Organisation WPRO.

Indonesia

Ministry of Health, Central Lombok Health Office, East Lombok Health Office, West Lombok Health office, West Sumbawa Health Office, Balai Kesehatan Mata Masyarakat (BKMM), City of Mataram Health Office Hospital, NTB Provincial Hospital, Indonesian Association of Ophthalmologists (PERDAMI), University of Mataram.

Kenya

Ministry of Health – Community Health and Development Unit, Ministry of Health – Non-Communicable Diseases, Ministry of Health – Ophthalmic Services Unit, Ministry of Health/Department of Health Standards Quality Assurance & Regulations (DHSQAR), Ministry of Health/Health Promotion Unit (HPU), Baringo County Referral Hospital/Department of Health- Baringo County, Budalangi Theatre Group, Busia County Referral Hospital/Department of Health- Busia County, Kenyatta National Hospital/KNH, Kitui County Referral Hospital/Department of Health- Kitui County, Mbagathi Hospital/Department of Health- Nairobi County, Migori County Referral Hospital/Department of Health- Migori County, Rural Aids Prevention and Development Organization (RAPADO), Sabatia Eye Hospital, Siaya County Referral Hospital/Department of Health- Siaya County, Trans Mara Sub-County Hospital/Department of Health- Narok County, Department Ophthalmology/University of Nairobi (UON), Kenya Medical Research Institute (KEMRI), Kenya Medical Training College (KMTTC), Blue Cross Nyatike, Development & Community Empowerment Organization (DACE), Dongruok Doho Youth Group, Emining CBO, Kabarnet Talents Theatre Group, Nambale Township New Hope CBO, Nasaru Ilachamus CBO, Ruma Women Development group.

Kiribati

Kiribati Ministry of Health & Medical Services.

Lao PR

Department of Health Care and Rehabilitation MoH, International Organisations Department (IOD) Ministry of Foreign Affairs, Lao Women Union, National Health Insurance Bureau (NHIB) under MoH, International Organisations Department (IOD) Ministry of Foreign Affairs, Bokeo Provincial Hospital and PHD, Bolikhamxay Provincial Hospital and PHD, Khammuan Provincial Hospital and PHD, Luangnamtha Provincial Hospital and PHD, Luangprabang Provincial Hospital and PHD, Oudomxay Provincial Hospital and PHD, Phongsaly Provincial Hospital and PHD, Savanakheth Provincial Hospital and PHD, Vientiane Provincial Hospital and PHD, Xayabouly Provincial Hospital and PHD, National Ophthalmology Centre (NOC), University of Health Sciences (UHS).

Myanmar

Ministry of Health and Sports (MoHS), Burnet Institute, CBO Private Hospital.

Nauru

Department of Health and Medical Services.

Nepal

Fateh Bal Eye Hospital, Geta Eye Hospital, Nepal Eye Program – Tilganga Institute of Ophthalmology (TIO), Ramlal Golchha Eye Hospital Foundation, Shree Janaki Eye Hospital.

New Zealand

The Fred Hollows Foundation NZ.

Pakistan

College of Ophthalmology and Allied Vision Sciences (COAVS) (Lahore Punjab), Pakistan Institute of Community Ophthalmology (PICO), Layton Rahmatulla Benevolent Trust (LRBT), Sind Institute of Vision Sciences (SIOVS) (Hyderabad Sindh), CBM, Sight Savers International (Pakistan).

Palestine

St John Eye Hospital Group (SJEHG).

Philippines

Provincial Government of Antique, Provincial Government of Negros Oriental, Provincial Government of Oriental Mindoro, Provincial Government of Quezon.

Papua New Guinea

PNG Eye Care.

Rwanda

Kibogora District Hospital, Kibungo Provincial Hospital, Kibuye Referral Hospital, Kirehe District Hospital, Nemba District Hospital, Ruhengeri Referral Hospital, Rwamagana Referral Hospital, Rwanda International Institute of Ophthalmology (RIIO), The Rwanda Ophthalmic Society (ROS), Rwanda Ministry of Health.

Solomon Islands

Ministry of Health and Medical Services, Solomon Islands.

Singapore

Alina Vision Pty Ltd.

Timor Leste

Royal Australasian College of Surgeons.

Vanuatu

Ministry of Health Vanuatu.

Vietnam

Binh Dinh Department of Health, Danang Department of Health, General Department of Preventive Medicine – Ministry of Health, Hai Duong Department of Health DoH, Medical Service Administration agency (MOH), Project Management Board of Da Nang Department of Education and Training DOET, Project Management Board of Hai Duong Department of Education and Training DOET, Project Management Board of Tien Giang Department of Education and Training DOET, Project Management Board of Ministry of Education and Training PMB-MOET, Tien Giang Department of Health DoH, Da Nang City Trade Union, Danang Eye Hospital (DNEH), Quang Nam Provincial Trade Union, Vietnam National Institute Ophthalmology, Alina Eye Hospital Social Enterprise Company Limited.

Governance

The Board of Directors

The Foundation is a not-for-profit company limited by guarantee and governed by a voluntary board.

The Constitution specifies a minimum of five and a maximum of 13 directors, and there were 10 as at December 2020. Of these 10, the majority are directly elected by The Foundation's members at the Annual General Meeting. Up to five may be appointed by the Board itself, and there were two appointed directors as at December 2020. The Board also appoints the Chair and Deputy Chair/s from among the existing directors. There were two Deputy Chairs appointed by the Board in May of 2019. With the exception of Gabi Hollows, who occupies a special position as 'Founding Director' and has the right to lifetime membership, directors are appointed or elected for three-year terms and the Constitution sets limits on the maximum consecutive period people may serve on the Board.

At the 2020 AGM the Constitution was amended to embed an Aboriginal or Torres Strait Islander director on our Board, formalising a benefit The Foundation has had for decades. As at December 2020 that position was filled by Wiradjuri woman and 2020 ACT Australian of the Year Katrina Fanning PSM.

The Role of the Board

The Board is the trustee of the founding spirit and vision of The Foundation, and is responsible for its good governance. It operates in accordance with principles and practices set out in its Corporate Governance Charter which is available at www.hollows.org.

The Board meets at least quarterly and:

- Sets strategic direction and policies.
- Approves and monitors budgets, and ensures appropriate financial and risk management strategies.

- Oversees and protects the broader resource base of the organisation.
- Ensures compliance with relevant standards, regulations and reporting requirements.
- Provides accountability to members and stakeholders.
- Appoints, supports and monitors the performance of the CEO who is charged with the executive management of The Foundation.

Committees

The Board has established three committees, which report directly to it:

- The Governance and Nominations Committee supports specific elements of the Board's governance responsibilities, including safeguarding people.
- The Finance and Audit committee assists and advises the Board on key financial, audit, financial systems, financial compliance matters and risk management.
- The Programs and Partnerships Committee provides advice to the Board on the efficacy of its programs, projects and initiatives, to achieve The Foundation's strategic objectives, and on the management of substantive programmatic risks.

Members

The Foundation is a membership-based organisation. The goal is to have a diverse membership to reflect the democratic spirit of Fred who attracted the support of people from all walks of life. Our members are generous in sharing their wide range of skills and experience with the Board and staff. They form the inner circle of The Foundation's family. The Corporate Governance Charter requires directors to acknowledge the special trust placed in them by members and their right to hold the Board to account.

Life members

- Dr Gordon Briscoe AO
- Howard Davies
- Dr Graham Fraenkel
- Gabi Hollows AO
- Jilpia Jones AM
- Ray Martin AM
- Nigel Milan AM
- Bob Dalziel AM
- Michael Johnson AM

Management and staff

At the end of 2020, The Foundation had 419 paid staff, including 273 in-country staff based in our 19 overseas offices. During the year, around 15 people were regular volunteers and interns in our offices in Australia and Overseas (Sydney, Melbourne, Hong Kong, Dubai, New York, Kenya, Bangladesh) and many more gave valuable help on an as-needs basis, including volunteering for virtual fundraising events such as Fred's Big Run. As of the end of December 2020, the Executive Management Group was comprised of: Ian Wishart – Chief Executive Officer; Jennifer Bell – People and Organisational Development Director; Lee Chung – Head of Strategy & Planning; Jon Crail – Programs Executive Director; Daryn Deiley – Chief Operating Officer; Jennifer Gersbeck – Global Advocacy Executive Director; Nick Martin – Deputy CEO; Nicola Stewart – Marketing and Fundraising Executive Director and Kelvin Storey – Director of Global Program Implementation.

The Workplace Gender Equality Act 2012 requires all Australian non-public sector employers with 100 or more employees to submit a report to the Workplace Gender Equality Agency for the period 1 April – 31 March each year. The Foundation lodges its report to the Agency as soon as practicable after the reporting period ends and data is collated.

Representation and links with other bodies

The Foundation has related entities in Hong Kong SAR, Kenya, Singapore, UK, US and Vietnam as set out in Annexure 1 of the Corporate Governance Charter.

The Foundation has formal Trade Mark Licence Agreements with a number of those related entities and other Fred Hollows entities with which The Foundation has a shared history. These include The Fred Hollows Foundation New Zealand and the two Fred Hollows Intraocular Lens (IOL) Laboratories in Eritrea and Nepal.

Monitoring, evaluation and learning

The Fred Hollows Foundation has rigorous monitoring processes that support delivery of effective and sustainable programs, including conducting periodic evaluations to examine the quality and impact of projects. In 2020, the onset of COVID-19 impacted The Foundation's ability to conduct evaluations across the wider program portfolio. This included travel restrictions which reduced opportunities for face-to-face interaction with stakeholders and hampered the engagement of external consultants. To address this, The Foundation has utilised its internal evaluation team to ensure key project reviews were conducted. Consequently, 10 evaluations across 7 countries were completed in 2020.

As well as commissioning independent evaluation, The Foundation has a process of annual self-reflection for all country programs, requiring analysis of how programs are tracking against strategic objectives. Country program results reports are discussed with technical advisors, to identify key learnings and opportunities for ongoing improvement, then synthesised to identify common themes, key strengths and for organisational improvement. This reflection and reporting cycle was completed for the third time in 2020 with 20 programs producing annual reports.

COVID-19

The impact of COVID-19 and the weakening global economy made 2020 one of the toughest years on record for The Foundation and this uncertain environment will continue into 2021.

We will strive to meet our ambitious targets as there are increasing numbers of people in need of sight-saving treatment.

Where The Foundation's resources cannot be used for eye health purposes, because of the pandemic, The Foundation may apply these to assist in pandemic-related activities in keeping with our values to allow health care to be accessible to all and apply resources where help is needed most, for example using the skills of eye health nurses for coronavirus purposes on a temporary basis.

The Board of Directors

As of December 2020

The Hon. John Brumby AO

Chair

John joined The Foundation's Board in 2013 and was elected Chair in February 2016. He is well known for his roles as the Premier of Victoria from 2007 to 2010 and Treasurer from 2000 to 2007. Since retiring from politics, John has become the Chair of notable organisations including MTAA Super and the Melbourne Convention and Exhibition Trust. John was appointed Chancellor of La Trobe University from 29 March 2019 and is an Enterprise Professor at the University of Melbourne. John is the Chair of the Board's Governance and Nominations Committee, The Fred Hollows Foundation (HK) Limited and The Fred Hollows Foundation (USA).

Helen Evans AO

Deputy Chair

Helen is an expert in public health, social policy and development with a special focus on infectious diseases. She has been involved in a range of national and international health and development organisations. Based in Geneva from 2005 until her retirement in 2014, Helen was Deputy CEO at the Global Fund to Fight AIDS, Tuberculosis and Malaria and then at

Gavi, The Vaccine Alliance. Helen is an honorary Associate Professor at the University of Melbourne's Nossal Institute for Global Health. She is Vice-Chair of the Technical Evaluation Reference Group of the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Australian Government's Indo-Pacific Centre for Health Security Technical Reference Group, and a board member of the Burnet Institute. Helen is the Chair of the Board's Programs and Partnerships Committee and a Director of The Fred Hollows Foundation (USA).

Katrina Fanning PSM

Katrina is a Wiradjuri woman with many years of leadership and public sector experience, and a strong commitment to making a difference to the lives of Aboriginal and Torres Strait Islander Peoples. She is the Director of Coolamon Advisors, an Indigenous consulting firm. Katrina is Chair of the ACT Aboriginal and Torres Strait Islander Elected Body, the only legislated voice for Indigenous Australians to an Australian Government. She is one of 12 Indigenous Australians elected to Joint Council, joining Ministers from each jurisdiction to oversee Closing the Gap. A women's rugby league pioneer, Katrina played the inaugural Jillaroos test in 1995, retiring as the most capped female player after 26 appearances for Australia. Katrina was the 2020 ACT Australian of the Year and has been awarded a Public Service Medal. She is a member of the Board's Finance and Audit Committee.

Dr Anthony Hall

Anthony joined the Board in May 2019 and prior to this served as an independent member of the Programs and Partnerships Committee from 2018. Anthony completed a Master of General Medicine at the University of Zimbabwe, where he won a medal for community medicine. He ran a small eye program in his birth country of Lesotho and spent 12 years in the UK training to be an ophthalmologist and vitreoretinal surgeon. From 2000 to 2011, Anthony was Head of the Department of Ophthalmology at Kilimanjaro Christian Medical Centre in Tanzania, helping to train ophthalmologists and unifying standards across East Africa. He also established a vitreoretinal fellowship training program. Anthony is a member of the Board's Programs and Partnerships Committee.

Christine Hawkins AM

Christine was elected to the Board in 2015 after serving as an independent member of the Finance and Audit Committee from November 2010. Originally an economist with the Reserve Bank of Australia, Christine spent her senior executive career as a corporate adviser in investment banking, specialising in capital markets and financial structuring. In 1997, she established Cinnabar International Pty Limited, which provides advice on effective governance for companies. Christine is a member of the Board's Finance and Audit Committee, Chair of The Fred Hollows Foundation Kenya and Director of The Fred Hollows Foundation Social Action Fund (USA).

Gabi Hollows AO

Gabi is the Founding Director and has served on the Board since its establishment. She graduated as an orthoptist in 1972 and travelled with Fred Hollows for three years on The Royal Australian College of Ophthalmologists National Trachoma and Eye Health Program. Gabi married Fred in 1980, and together they had five children. In 2013, Gabi was invested as an Officer in the Order of Australia and has been declared one of Australia's '100 Living National Treasures'. In 2017, Gabi was awarded the United Nations Association of Australia Peace Program Lifework Award. In 2018, she was awarded the John Yu Medal by The George Institute for Global Health for her contribution to preventable blindness in Australia and Asia. Gabi is the Patron of The Fred Hollows Foundation Regular Giving Program and undertakes extensive speaking engagements for The Foundation. Gabi has been awarded the Advance Australia Award for Community Service and a Paul Harris Fellowship by Rotary International. She is a member of the Board's Governance and Nominations Committee and the Programs and Partnerships Committee.

Associate Professor Michael Johnson AM

Deputy Chair

Michael had a close relationship with Fred Hollows and was one of the team that set up The Foundation. He has served as a board member since its establishment in 1992. Michael has extensive experience as a professional economist, educator, researcher as well as engaging in the practical work of delivering development programs. He is an Honorary Associate Professor in the School of Social Sciences at UNSW and a Life Fellow of Clare Hall, Cambridge. He is an Editor of the research and policy journal, the Economic and Labour Relations Review published by Sage. In 2015, Michael was invested as a Member of the Order of Australia (AM) for significant service to the blind and vision impaired, to education, and the community. Michael serves as a member of the Board's Governance and Nominations Committee and Programs and

Partnerships Committee, as well as Deputy Chair of The Foundation. He is also a Director of The Fred Hollows Foundation (HK) Limited, The Fred Hollows Foundation Kenya and recently The Fred Hollows Foundation (UK).

Ruwan de Mel

Ruwan joined the Board in May 2019 after serving on The Fred Hollows Foundation's Programs and Partnerships Committee from 2017. He has over 17 years' experience in international development. Ruwan is a Chartered Accountant of the Institutes of England and Wales and of Australia and New Zealand. From 2003 to 2014, Ruwan worked in the international development aid sector in Geneva, at the Global Fund to fight AIDS, Tuberculosis and Malaria. He was the Global Fund's Director of Strategy for several years. Now Sydney based, Ruwan continues to contribute to the international humanitarian sector and is on the Board's Programs and Partnerships Committee.

Paul Ruiz

Paul became an independent member of The Foundation's Finance and Audit Committee in 2017 and joined the Board in 2019. He is a Fellow of the Institute of Chartered Accountants in England and Wales, and a graduate of the Australian Institute of Company Directors and the University of Wales. Paul was a partner with a 'Big 4' accounting firm and brings deep experience of finance, audit and risk matters from his 30-year professional accounting career. Originally from the UK, he has lived and worked in North Asia and moved to Australia in 1995. Paul now acts as an independent director and member of audit and risk committees for a number of organisations. Paul is Chair of the Board's Finance and Audit Committee.

Professor Paul Torzillo AM

Paul joined the Board in 2012, bringing over 30 years' experience in Aboriginal and international health. He is Head of Respiratory Medicine and a senior intensive care physician at the Royal Prince Alfred (RPA) Hospital in Sydney. Paul also acts as RPA's Executive Clinical Director, is Clinical Professor of Medicine at the University of Sydney and Clinical Director of critical care services for the Sydney Local Area Health District. He has worked for the World Health Organization as a consultant in child health, particularly in the area of the Integrated Management of Childhood Illness program. He is Medical Director of the Nganampa Health Council on the APY Lands in central Australia. He is Founder and Director of Healthabitat, an NGO focusing on health, particularly in Australian Indigenous communities. Paul is a member of the Board's Programs and Partnerships Committee.

Consolidated Statement of Income

For the year ended 31 December 2020

| | 2020 | 2019 |
|--|---------------|---------------|
| | \$000 | \$000 |
| REVENUE | | |
| Community and corporate support | | |
| - Donations and gifts | 45,684 | 51,144 |
| - Bequests and legacies | 17,137 | 14,090 |
| Grants | | |
| - Government grants – Department of Foreign Affairs and Trade (DFAT) | 9,667 | 11,189 |
| - Other Australian government | - | 108 |
| - Other Australian | 888 | - |
| - Other overseas | 9,008 | 17,996 |
| Investment income | 551 | 1,570 |
| Other Income / (Expenditure) | 1,812 | (52) |
| TOTAL REVENUE | 84,747 | 96,045 |

| EXPENDITURE | | |
|---|---------------|----------------|
| <i>International aid and development programs expenditure</i> | | |
| International Programs | | |
| - Funds to international programs | 23,251 | 46,944 |
| - Program support costs | 13,988 | 14,038 |
| Community education | 6,079 | 7,641 |
| Fundraising costs | | |
| - Public fundraising | 14,248 | 15,762 |
| - Government, multilateral and private | 144 | 159 |
| Accountability and administration | 4,423 | 5,820 |
| Total international aid and development programs expenditure | 62,133 | 90,364 |
| <i>Domestic aid and development programs expenditure</i> | | |
| - Domestic programs | 4,717 | 6,061 |
| - Community education | 770 | 759 |
| - Fundraising costs | 1,823 | 1,583 |
| - Accountability and administration | 560 | 578 |
| Total domestic aid and development programs expenditure | 7,870 | 8,981 |
| TOTAL EXPENDITURE | 70,003 | 99,345 |
| Operating Surplus / (Deficit) | 14,744 | (3,300) |
| Bargain gain on acquisition | - | 641 |
| Surplus / (Deficit) | 14,744 | (2,659) |
| Surplus / (Deficit) for the year attributable to: | | |
| Non-controlling interest | [309] | (7) |
| Members of the parent | 15,053 | (2,652) |
| Total Surplus/(Deficit) for the year | 14,744 | [2,659] |

Consolidated Statement of Financial Position

As at 31 December 2020

| | 2020 | 2019 |
|---------------------------------|---------------|---------------|
| | \$000 | \$000 |
| ASSETS | | |
| Current assets | | |
| Cash and cash equivalents | 37,874 | 8,836 |
| Other interest-bearing deposits | 317 | 317 |
| Trade and other receivables | 5,802 | 6,103 |
| Loans receivable | - | 317 |
| Total current assets | 43,993 | 15,573 |
| Non-current assets | | |

| | | |
|--------------------------------------|---------------|---------------|
| Financial assets at fair value | - | 11,130 |
| Other receivable | 986 | 3,260 |
| Property, plant and equipment | 2,120 | 4,847 |
| Intangible assets | 3,643 | 4,410 |
| Total non-current assets | 6,749 | 23,647 |
| TOTAL ASSETS | 50,742 | 39,220 |
| LIABILITIES | | |
| Current liabilities | | |
| Trade and other payables | 5,484 | 3,914 |
| Deferred grants | 11,731 | 10,930 |
| Other financial liabilities | - | 918 |
| Provisions | 3,195 | 2,244 |
| Lease liabilities | 355 | 917 |
| Total current liabilities | 20,765 | 18,923 |
| Non-current liabilities | | |
| Other financial liabilities | 32 | 1,391 |
| Other Payables | 1,039 | 3,369 |
| Provisions | 743 | 444 |
| Lease liabilities | 100 | 1,774 |
| Total non-current liabilities | 1,914 | 6,978 |
| TOTAL LIABILITIES | 22,679 | 25,901 |
| NET ASSETS | 28,063 | 13,319 |
| Total Equity attributable to: | | |
| Non-Controlling Interest | 459 | 768 |
| Members of the Parent | 27,604 | 12,551 |
| TOTAL EQUITY | 28,063 | 13,319 |

Consolidated Statement of Changes in Equity

For the year ended 31 December 2020

| | Accumulated Surplus | Contingency Reserve | Non- Controlling Interest (i) | Total |
|-----------------------------------|------------------------|------------------------|--|---------|
| | \$000 | \$000 | \$000 | \$000 |
| Balance as at 1 January 2019 | 1,403 | 13,800 | - | 15,203 |
| Deficit for the year | (2,652) | - | [7] | (2,659) |
| Acquisition of Alina Vision | - | - | 775 | 775 |
| Movements in contingency reserves | 1,249 | [1,249] | - | - |
| Balance as at 31 December 2019 | - | 12,551 | 768 | 13,319 |
| Balance as at 1 January 2020 | - | 12,551 | 768 | 13,319 |

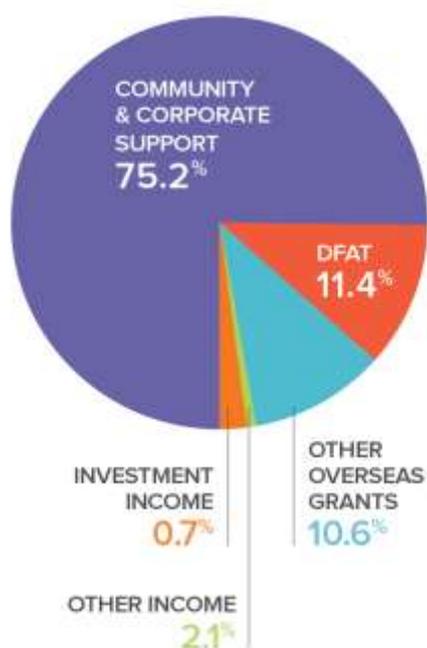
| | | | | |
|-----------------------------------|--------|--------|-------|--------|
| Surplus / (deficit) for the year | 15,053 | - | (309) | 14,744 |
| Movements in contingency reserves | 40 | [40] | - | - |
| Balance as at 31 December 2020 | 15,093 | 12,511 | 459 | 28,063 |

Financial Overview 2020

The Fred Hollows Foundation is in a sound financial position to pay its debts as and when they become due and payable. The maintenance of a contingency reserve protects The Foundation from future unforeseen events to meet contractual, legal and ethical obligations to partners, suppliers of good and services and staff. The implementation of the 2019-2023 Strategy will continue and enhance the historic work and set The Foundation in a stronger financial position to deliver more impact to our beneficiaries.

| Where the money came from | \$000 |
|---|---------------|
| Community and Corporate Support | 63,709 |
| <ul style="list-style-type: none"> Income received from the public and corporations, in the form of public donations, project grants, fundraising and bequests | |
| Department of Foreign Affairs and Trade (DFAT) | 9,667 |
| <ul style="list-style-type: none"> Grants received from the Australian Government's overseas program | |
| Other Overseas Grants | 9,008 |
| <ul style="list-style-type: none"> Grants received from Governments, Trusts & Foundations for international programs | |
| Investment Income | 551 |
| Other Income | 1,812 |
| Total | 84,747 |

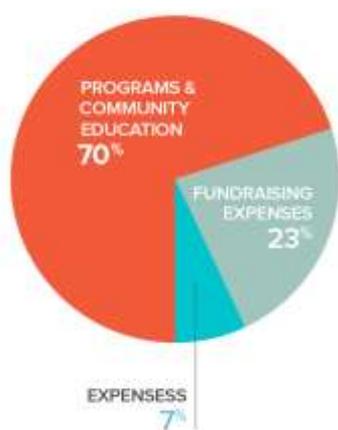
Source of income



The Fred Hollows Foundation is in a sound financial position to pay its debts as and when they become due and payable. The maintenance of a contingency reserve protects The Foundation from future unforeseen events to meet contractual, legal and ethical obligations to partners, suppliers of good and services and staff. The implementation of the 2019-2023 Strategy will continue and enhance the historic work and set The Foundation in a stronger financial position to deliver more impact to our beneficiaries.

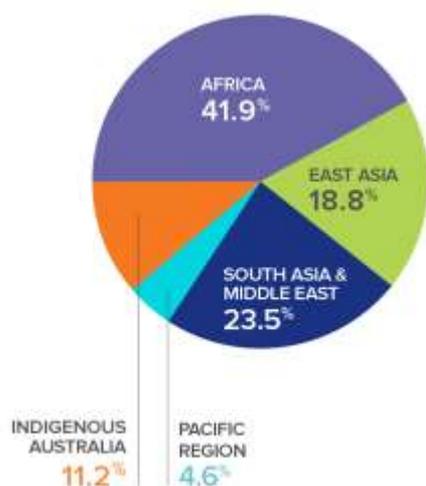
| How the money was spent | \$000 | \$000 |
|--|--------------|---------------|
| Programs & Community Education | | 48,805 |
| • Africa | 17,578 | |
| • East Asia | 7,900 | |
| • South Asia & the Middle East | 9,839 | |
| • Pacific Region | 1,922 | |
| • Indigenous Australia | 4,717 | |
| • Community Education | 6,849 | |
| Fundraising Expenses | | 16,215 |
| • Public & Government/Multilateral fundraising | | |
| Operating Expenses | | 4,983 |
| • Accountability and administration | | |
| Total | | 70,003 |

Ratio of Expenses



| Where the program money was spent | \$000 | \$000 |
|--|--------------|---------------|
| • Africa | 17,578 | |
| • East Asia | 7,900 | |
| • South Asia & the Middle East | 9,839 | |
| • Pacific Region | 1,922 | |
| • Indigenous Australia | 4,717 | |
| Total | | 41,956 |

Ratio of Expenses



Programs” includes expenditure on our development work across both international and Indigenous programs, as well as a small amount of expenditure on emergency relief.

“Community Education” includes staff time and outlays involved in providing community information and raising awareness around eye and Indigenous health issues as well as broader international development issues.

“Fundraising Expenses” are the costs associated with attracting more support through donations and sponsorships, and includes items such as advertising, mail-outs, the toll-free phone line and processing of donations.

“Operating Expenses” covers the administrative and other costs inherent in running an organisation, including staff time in areas such as finance, human resources, information technology and administration, insurance premiums, legal and professional fees, office supplies and other running costs.

Auditor’s Letter

An independent audit of The Fred Hollows Foundation’s financial accounts for 2020 was conducted by:

Tim Aman (*Director*)

BDO Audit Pty Ltd

Level 11, 1 Margaret St, Sydney NSW 2000, Australia

The Summary Financial Reports have been prepared in accordance with the requirements set out in the ACFID Code of Conduct. For further information on the Code please refer to the ACFID Code of Conduct Implementation Guidance available at www.acfid.asn.au.

The full Financial Report can be obtained at www.hollows.org/au/annual-reports

Thank You

Our Supporters

We’d like to thank our supporters who share Fred’s vision that every person has access to inexpensive and high-quality eye care, regardless of who they are and where they live. So many individuals, families, volunteers, corporations, workplaces and community organisations have kept Fred’s vision alive this year. Our work in more than 25 countries would not be possible without your generosity and your support. Thank you for partnering with us to carry on Fred’s dream of ending avoidable blindness.

Regular giving

In 2020, another 11,166 Australians chose to join Fred's team as regular givers supporting The Foundation's work to restore sight and change lives. Your monthly gifts allow us to plan ahead and develop strategic and targeted programs that tackle avoidable blindness and give the gift of sight to more people every month! Thank you. The results in this Annual Report demonstrate what we can achieve with your generous support.

Your will keeping Fred's vision alive

To the families and friends of those who left a gift in their Will, and those who intend to, thank you. Fred always encouraged people to "leave the world a better place". A gift in your Will means you help his vision to live on. Over the years, The Foundation has been a grateful beneficiary of many gifts which have helped restore sight to millions of people in more than 25 countries. For more information, visit www.hollows.org/au/you-can-help/gift-in-your-will

Our Major Supporters 2020

- ACME Foundation
- Ansell Limited
- APA*
- Australia China Business Council
- Australian Business Council Dubai
- Australian Business Group Abu Dhabi
- Australian New Zealand Association in UAE
- Bill and Eileen Doyle
- Blackwoods*
- Campos Coffee
- Close Comfort*
- CMG International Charity Fund Ltd
- Cody Foundation*
- DBM Consultants
- Goh Foundation
- Goodman
- HSBC Bank Australia*
- iChoice
- IMC
- ING Bank
- JB Hi-Fi*
- Jean Williamson
- John Davenport
- Johnson & Johnson
- Julie Hannaford*
- Laser Vision SA
- Macquarie Group Limited
- Maple-Brown Family Foundation*

- PW Foundation Pty Ltd
- Robert C Bulley Charitable Fund*
- Rotary Clubs of Australia
- SAP AG
- Specsavers Australia*
- The Geoff Booth Foundation
- The George Lewin Foundation
- The Jeanette and Peter Young Foundation
- The Shine On Foundation*
- Thick as Thieves– Mike Toner
- Tony Karas
- Tony Shields*
- UPS Foundation
- Victoria International School of Sharjah
- Vivienne Court Trading
- World Nomads Group
- Yaru Water*

*Proudly supporting The Fred Hollows Foundations' Indigenous Australia Program

“Because of you my daughter is able to see, and she is happy. Night will be free now. And I believe she will become a teacher.” - Night’s father, Stephen

Link to video: <https://www.youtube.com/watch?v=yXKgwF6MOV4>

“To watch that sort of good surgery being done on cataract-blind people warms your soul.” - Professor Fred Hollows

The Fred Hollows Foundation (logo)

FSC (logo)

Phone number: 1800 352 352

Links:

- <http://www.hollows.org>
- Facebook: The Fred Hollows Foundation
- Twitter: @FredHollows
- Instagram: fredhollows
- YouTube: Fred Hollows