“Caring about other people is what being a human is all about.” – Fred Hollows

Our Global Impact 2016

We see a world in which no person is needlessly blind and Indigenous Australians exercise their right to good health.
GLOBAL RESULTS

- **1,004,975** eye operations and treatments
- **18M+** people treated with antibiotics for trachoma
- **78,450** people trained including surgeons, health workers and teachers
- **120** medical facilities built, renovated or equipped
- **$4,466,240** worth of equipment and infrastructure provided
- **2.9M+** school children and community members educated in eye health

“Every eye is an eye. When you are doing surgery there, that is just as important as if you were doing eye surgery on the Prime Minister or King.”

— Fred Hollows
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 2016, the Australian Government contributed funding towards The Fred Hollows Foundation’s programs in Afghanistan, Bangladesh, Cambodia, Ethiopia, Kenya, Lao PDR, Nepal, Pakistan, Palestinian Territories, Philippines, Timor-Leste and Vietnam.

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 complaints@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.

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Front cover photo: Michael Amendolia

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.

There is nothing quite like the moment when the patches come off and someone who has been blind can see clearly again. That’s why we’re using QR codes to bring to life the heart-warming case studies featured in this year’s Annual Report.

We hope you are inspired by the remarkable stories of our work from around the world.

TO USE THE QR CODES:
- Go to the app store on your smartphone, search for “qr reader” and download an app.
- Open the App and scan the QR code.
- Watch our case studies.

ABOUT US

WHO WE ARE
The Fred Hollows Foundation is an international development organisation focusing on blindness treatment and prevention and Indigenous Australian health. We are independent, not-for-profit, politically unaligned and secular.

OUR VISION
We see a world in which no person is needlessly blind and Indigenous Australians exercise their right to good health.

OUR INSPIRATION
We are inspired by the life and work of Professor Fred Hollows, an internationally acclaimed eye surgeon and an activist for social justice who championed the right of all people to high-quality and affordable eye care and good health.

OUR VALUES
Our values of integrity, empowerment, collaboration, and action underpin every aspect of our work both here in Australia and around the world.
GABI HOLLOWS AO

A MESSAGE FROM THE FOUNDING DIRECTOR

It is hard to believe it was 25 years ago that Fred and I met with a group of friends around our dinner table and started The Fred Hollows Foundation.

Our purpose was to continue Fred’s vision that everyone had the right to high-quality and affordable eye care. Although Fred died less than a year later, I know The Foundation has made a big contribution to doing just that.

Over the past 25 years we have trained thousands of surgeons and health workers, built and equipped hundreds of medical facilities and provided countless eye operations and treatments to those who are needlessly blind.

We’ve now restored sight to more than 2 million people around the world and here in our own backyard. It’s an achievement we’re proud of, particularly because we know the lasting impact our work has on individuals, families and communities.

This year, I was fortunate enough to visit Giap, the young Vietnamese boy immortalised in our iconic photograph moments after his father brought him to Fred and asked for help. Few people personify the work of The Foundation more than Giap. Fred did help him and since then we have had the pleasure of watching Giap grow up, get an education and break away from poverty. Giap is now a maths teacher with a young family and is a perfect example of the transformative power of sight.

Fred knew that the only way to achieve sustainable change was to “teach the teachers first”. It was a belief that he was so passionate about that he left his hospital bed in 1992 and flew to Vietnam. At the time, there were only two surgeons there who knew the modern cataract surgery technique, between them they could only perform 50 surgeries a year.

Fred vowed that 300 surgeons would be trained over the coming years. They were, and in turn have gone on to train thousands of others. Today, more than 250,000 cataract surgeries are performed in Vietnam every year.

These are just two examples of why The Foundation’s first 25 years are years that Fred would be so proud of. He had great faith in the humanitarian nature of Australians and he would be so humbled by the generosity you have shown The Foundation.

But Fred was also a doer and not one to look back. If he were with us today he would be the first on the ground, showing us that there is still work to be done to give people the highest quality eye care possible.

Fred dreamed of a world where no one would be needlessly blind. These past 25 years have shown that we can realise that dream. I look forward to us continuing to make great progress in ending avoidable blindness.

Thank you.

Founding Director

Photo: Michael Amendolia
The Fred Hollows Foundation has an ambitious goal – to end avoidable blindness. It’s what Fred worked tirelessly to achieve before he passed away and he would be so proud to see that we are getting closer.

Fred was a dedicated humanitarian who believed “the basic attribute of mankind is to look after each other”. His passion for justice and equality is one that I, like so many supporters both in Australia and around the world, feel deeply connected to.

It is a tremendous privilege to chair the Board of The Fred Hollows Foundation as it marks its 25th anniversary. My involvement with The Foundation began nearly two decades ago and I feel great joy seeing it take its place as a world-renowned international development organisation.

As The Foundation increases the scope of its work around the globe it’s important that we continue to think strategically. By strengthening our partnerships, diversifying our sources of income and using research to inform our programming, we can deliver efficient and targeted services to those who are needlessly blind.

People often say that diseases don’t discriminate. But that’s not true of eye disease. Almost two-thirds of the world’s blind are women. In many cases the reason for this is cultural – the health of men is often prioritised over women and girls in the family. At other times, a lack of education means women aren’t aware that help exists or how to access it. We will continue to address this injustice through creative gender programs, education initiatives and by advocating to local and national governments.

The Foundation’s values of integrity, collaboration, empowerment and action guide everything that we do. Just as Fred did, we stand up for what is right and we focus on results. And this year, we’ve had our strongest results ever.

With the support of our partners, we delivered more than 1 million eye operations and treatments around the world. We also trained a total of 78,450 people, including 272 surgeons, 662 clinic support staff, 48,849 community health workers and 9,254 school teachers.

We delivered antibiotics to more than 17 million people in Ethiopia as part of our comprehensive strategy to eliminate trachoma. And in China—the country with the largest number of blind people in the world—we supported more than 271,000 eye operations and treatments and provided glasses to more than 26,000 people with refractive error.

Here at home, we provided 557 diabetic retinopathy procedures to Aboriginal and Torres Strait Islander people and trained 340 people in basic eye health to better integrate eye checks into existing medical services.

Our commitment to Aboriginal and Torres Strait Islander people was also strengthened through the development of The Foundation’s Reconciliation Action Plan. This plan outlines practical actions we will take to build mutually beneficial relationships and create opportunities for Aboriginal and Torres Strait Islander people.

None of these outstanding achievements would be possible without your incredible generosity. Thank you for sharing in Fred’s dream and partnering with us to end avoidable blindness.

Fred used to say “the alternative is to do nothing and that’s not an alternative”. I could not agree more. That’s why The Fred Hollows Foundation remains committed to continuing his vision and ensuring that everyone, no matter who they are, or where they are from, can exercise their right to sight.

Fred Hollows stood up for what he believed in and never wavered from his vision to bring affordable eye health care to the world. I’m proud to say that 25 years after The Foundation was established, our commitment to carrying on this vision is as determined as ever.

Our work continues in much the same way it started: by just getting on with it. We are on the ground in more than 26 countries, providing eye operations and treatments, distributing antibiotics, training local doctors and equipping medical facilities with the tools to restore sight and change lives.

We’re helping people to help themselves by building local capacity and empowering the countries where we work – just as Fred would have wanted.

The Foundation has achieved some remarkable results over the past 25 years, and while it is great to reflect, it is important to continually push forward. Tackling head-on the major causes of avoidable blindness remains the core of our work. However, we are also using evidenced-based research to develop innovative new ways to get the job done.

Our gender initiatives in Bangladesh and Pakistan are bringing quality eye care to tens of thousands of women, allowing them to continue working and supporting their families and communities. We are also developing new and innovative forms of financing that will allow us to confidently tackle the eye health challenges of the future.

The 2016 Annual Report features some of the outstanding results made possible by your generous support. Some highlights include:

- 1,004,975 eye operations and treatments
- 18,585,866 people treated with antibiotics for trachoma
- 3,900,333 people screened
- 78,450 people trained including surgeons, nurses, health workers and teachers
- 120 medical facilities built, renovated or equipped
- $4,466,240 worth of equipment and infrastructure provided

It is important to recognise that these results were not achieved by The Foundation alone. One of our greatest strengths lies in our partnerships with local and national governments and like-minded organisations. By working collaboratively with the International Diabetes Federation, the International Coalition for Trachoma Control and the World Health Organization, among others, we are building eye health solutions that have a lasting impact.

It is a philosophy that also underpins our work ensuring that Aboriginal and Torres Strait Islander people can exercise their right to good health. This year, in conjunction with the Australian Government and local health organisations, we screened more than 11,000 people in underserved communities and trained liaison officers to deliver culturally appropriate eye health.

It is an absolute pleasure to lead The Foundation and see it grow from its humble beginnings into one of Australia’s leading international development organisations. We are proud of what we have achieved with your support and confident that together we can end avoidable blindness.

CEO

THE FRED HOLLOWS FOUNDATION ANNUAL REPORT 2016 | HOLLOWS.ORG
Gabi Hollows has often said that each person within The Foundation is like a single thread in a large tapestry. Each thread has contributed a story that builds a larger picture of The Foundation’s work over 25 years.

When Fred and Gabi met with several friends around a kitchen table in 1992 to formally bring The Fred Hollows Foundation into being, one thread wound right back to The National Trachoma and Eye Health Program where Fred, Gabi and a team visited 465 Indigenous communities from 1976–1979.

That program uncovered the shocking prevalence of a disease most western countries had not known for about 100 years. But today, after decades of work by The Foundation and countless other organisations, the eradication of trachoma in Australia is on a horizon that draws increasingly near.

That early work also sparked Fred’s determination to bring equitable and affordable eye health to the developing world.

When Fred visited Vietnam in 1992 there were only two surgeons who knew the modern cataract surgery technique. They were self-taught—learning by observing other surgeons overseas—and relied on donated intraocular lenses. Together they performed only 50 surgeries every year.

Fred’s visit, and his promise to train more than 300 surgeons who could go on to train others, caused a ripple effect that continues today. Working with international and local surgeons, this training has led to more than 1,000 Vietnamese surgeons conducting 250,000 cataract surgeries annually today across the country for rich and poor alike.

In Eritrea, a country that was beginning to recover from three decades of war, Fred knew that success would come in the form of an independent intraocular lens (IOL) factory that would provide low-cost, affordable lenses for surgery in Eritrea and the region.

Almost 300,000 eye operations and treatments were conducted by Tilganga with the support of The Foundation in 2016, many of which were performed at remote community outreach screening and microsurgical eye camps.

Australia, Vietnam, Eritrea and Nepal were the birthplaces of The Foundation’s work. What we learned there formed the basis for our global work.

Today, The Fred Hollows Foundation is active in more than 25 countries. The tapestry’s threads have spread to become a detailed and inspiring image of our work around the world. But behind this lies a network of people and partnerships, of donors and staff, of organisations, patients, communities and transformed lives.

While it is important to reflect upon our achievements and history, we are all too aware that there are 32.4 million people in the world who are blind. Most of them don’t need to be.

Fred Hollows said, “Don’t ever do half a job. Don’t ever compromise. Slog away until you get the job done.”

For 25 years The Fred Hollows Foundation has done just that. And we will continue as long as there are people with avoidable blindness.
HELPING PEOPLE SEE

Treating and preventing the main causes of avoidable blindness – including cataract, trachoma and diabetic retinopathy – remains at the core of what we do. There are 32.4 million people around the world who are blind, yet four out of five don’t need to be. We’re working tirelessly to change this. In some countries where we work, as little as $25 can restore sight and give someone the future they deserve.

THOL’S STORY

A simple 15 minute operation was all it took to give Thol’s children their mother back. Thol was blind from cataracts for two years, unable to leave the small wooden platform that was her family’s home in northern Cambodia. Her children fended for themselves and survived by fishing and collecting rubbish on the streets.

The Foundation supported Thol’s surgery at Oddar Meanchey Provincial Hospital. When her patches were removed she was overcome with joy as she caressed her baby son, Cheet. It was the first time she had seen him clearly.

With her independence restored, Thol is now supporting her family by selling fish and frogs at the local market. “My big wish was for my children to be able to go to school,” Thol said. Now her dream has become reality.

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

– Fred Hollows

CASE STUDY: CAMBODIA

The Fred Hollows Foundation

ANNUAL REPORT 2016 | HOLLOWS.ORG
When Leonides returned to his village he was in Burundi, successfully restored Leonides’ sight. Dr She trekked all day to get to a clinic which was because of cataracts in both his eyes. Sometimes unable to go to school or play with his friends. Childhood blindness can be a death sentence in a country like Burundi, one of the poorest nations of our work. Giving him sight has given him a future. “It can’t sincerely explain how very happy I am,” Juliette said.

LEONIDES’ STORY

Childhood blindness can be a death sentence in a country like Burundi, one of the poorest nations in the world. That was the grim reality facing seven-year-old Leonides. Every day Leonides would sit alone in a small mud-brick house, unable to go to school or play with his friends because of cataracts in both his eyes. Sometimes he would kick the walls in frustration. But Leonides’ mum Juliette refused to give up hope. She trekked all day to get to a clinic which was supported by The Fred Hollows Foundation. Dr Levi Kandeke, the only paediatric ophthalmologist in Burundi, successfully restored Leonides’ sight.

When Leonides returned to his village he was met with a joyous welcome. Neighbours, family and friends erupted in song and dance when they saw he could see. Leonides is now going to school and is proof of the transformative nature of our work. Giving him sight has given him a future. “It can’t sincerely explain how very happy I am,” Juliette said.

“IT’S GOOD HONEST WORK WHEN YOU WALK INTO A WARD WHERE PEOPLE HAVE HAD GOOD EYE SURGERY AND YOU CAN SEE THEM LOOKING AT YOU AND THEIR WHOLE FACE LIGHTS UP.”

– Fred Hollows
INVESTING IN PEOPLE

We know that teaching the teachers first is the best way to create sustainable change. That's why we're empowering local people to identify, refer and treat eye disease in more than 25 countries around the world. With the help of our partners, we've trained thousands of surgeons, nurses, community health workers and teachers.

“You have to impart skills and technology and help them help themselves. Leave the world a better place.”

— Fred Hollows

CASE STUDY: KENYA

MERCY’S STORY

“I get emotional when I see parents weeping at the mention of their children being blind due to cataracts,” said Mercy Mbayi. Mercy works as a nurse at the Sabatia Eye Hospital in Kenya, where staff restore sight to more than 100 people a week. As a mother of six, she can empathise with their situation and often carries children in her arms to and from the theatre while reassuring anxious parents.

Mercy regularly travels hundreds of kilometres as part of the hospital’s community outreach screening team which identifies and refers patients for treatment. She also trains Ophthalmic Nurse Assistant students who are supported by The Fred Hollows Foundation during their three month placement at the hospital.

Mercy’s passion for her work is evident in everything she does. “It brings me joy when I see children receive their sight back. It’s definitely a new beginning for the family and the entire community. It’s hard to explain how wonderful that is to watch.”
“Teach the teachers first, then the teachers can teach others.”
— Fred Hollows

**Case Study: China**

Dr. Zhang has worked at the Lixin People’s Hospital in Anhui Province, China, for the past seven years. When he first started, there was no systematic training for young doctors—they were expected to learn by observing their seniors. This changed three years ago when The Fred Hollows Foundation supported training for Dr. Zhang and his colleagues, and the impact has been ongoing. “Before the training, we used to wait for patients to come to us. Now we understand the importance of reaching out,” he said.

Dr. Zhang sees firsthand the devastating impact of blindness. “If you are blind, everyday life becomes so difficult. Some patients can’t see a future and struggle with depression.” But being able to restore sight and give people a brighter future is what fuels his passion for his work. When asked what his favourite moment has been he replied, “It was when I removed a patient’s eye patch and she said ‘the doctor is so good looking!’”

**Dr. Zhang’s Story**

**Case Study: China**

**OUR IMPACT**

**78,450 People Trained Including:**

+ **272 Surgeons**
+ **49,849 Community Health Workers**
+ **662 Clinic Support Staff**
+ **9,254 Teachers**

**Working with our partners, we are training an eye health workforce and imparting the skills needed to tackle avoidable blindness.**

- In Afghanistan we trained 706 teachers in basic eye health. These teachers went on to identify hundreds of school students with refractive error and refer them to necessary services.

- In Australia we trained 309 community health workers and supported two Aboriginal liaison officers to deliver culturally appropriate services in remote communities.

- In Bangladesh we trained five surgeons including supporting an ophthalmologist to receive diabetic retinopathy laser training at the Tilganga Institute of Ophthalmology in Nepal. We also trained 48 clinic support staff and more than 2,500 community health workers.

- In Cambodia we trained four surgeons, 32 ophthalmic nurses and 10 refractionists. We also trained 1,237 teachers who went on to screen thousands of school children.

- In China we trained 4,045 people including 40 surgeons, 306 clinic support staff and 3,428 community health workers and teachers.

- In the Democratic People’s Republic of Korea we supported four surgeons to receive training at the Tilganga Institute of Ophthalmology in Nepal.

- In Eritrea we trained six trachoma trichiasis surgeons who will go on to train other surgeons in their zones. We also trained 587 community health workers and leaders who will play a crucial role in raising awareness of available eye health services.

- In Ethiopia we trained 179 trachoma trichiasis surgeons. We also trained 29,603 community health workers and teachers who form a crucial part of the comprehensive strategy to eliminate trachoma.

- In Indonesia, through a New Vision project, we trained two surgeons and more than 1,500 community health workers.

- In Kenya we trained 9,373 people including five surgeons, 25 clinic support staff and 5,364 community health workers.

- In Lao PDR we trained 1,612 people including nine surgeons, 43 clinic support staff and more than 1,400 community health workers and teachers.

- In the Philippines we trained more than 1,600 community health workers and teachers who went on to screen thousands of people in rural parts of Surigao del Norte province. We also trained 12 ophthalmic nurses and 32 eye care workers from rural health units and supported a diabetes education training program in Tarlac province.

- In Rwanda we trained 75 clinic support staff across 35 district hospitals.

- In Vietnam we trained more than 2,700 community health workers and teachers in eye health including childhood blindness prevention. We also trained 17 clinic support staff including refractionists and clinicians who distributed hundreds of pairs of glasses to school students.
Fred Hollows believed in giving people independence by providing them with the tools they needed to get the job done. The Foundation is continuing this philosophy by building and equipping medical facilities around the world. From outreach screening units and community health centres, to regional hospitals and national training facilities, we’re providing the technology needed to deliver high-quality eye care.

“To help someone to see is a tremendous feeling and medical and technological advances have greatly increased the ability of eye doctors to give that help.”

— Fred Hollows

The Fred Hollows Foundation is continuing the pioneering spirit of Professor Fred Hollows by supporting the development and production of innovative low-cost technologies that tackle avoidable blindness. In 2016, the Arclight was launched for sale by the International Agency for the Prevention of Blindness (IAPB). Arclight is a low-cost, solar-powered ophthalmoscope aimed at helping health workers in low-income countries detect signs of blindness.

The easy-to-use, pocket-sized tool enables users to make instant diagnostic decisions in the field. Priced at about $10, it performs as well as traditional devices costing up to 100 times as much. After four years of informal testing and a formal assessment at the International Centre for Eye Health, London, Arclight has been endorsed by experts and will be marketed and sold by IAPB for mass use by governments and non-government organisations around the world.
“We know exactly what’s needed and those resources aren’t inordinately expensive.”

– Fred Hollows

Photo: Michael Amendolia

4,466,240 WORTH OF EQUIPMENT AND INFRASTRUCTURE PROVIDED

FAITH’S STORY

By equipping our partner hospitals with the latest technology, we can deliver high-quality eye care to people like Faith from the remote Trans Mara region in Kenya. Faith was born blind from cataracts. Abandoned by her parents, she was taken in by her Aunt Helen, who, despite having five children of her own, was determined to give Faith a better life. “I would sell all my cows, everything we have, to give her sight,” she said. Helen’s determination paid off and Faith’s cataracts were removed at Sabatia Eye Hospital by Dr Ollando, an ophthalmologist trained by The Foundation.

Since her surgery, Faith has transformed from a young girl who used to hide her face in the folds of her aunt’s skirt, to a boisterous and playful three-year-old with a bright future ahead of her. Every day she used to ask her Aunt Helen, “Can I go to school today?” Now, with her sight restored, she can.

CASE STUDY: KENYA

In Australia we equipped seven facilities across Queensland and the Northern Territory.
In Bangladesh we renovated 29 facilities including three government partner hospitals. We also equipped six medical facilities and 37 community health centres with ophthalmic equipment including diabetic retinopathy treatment equipment.
In Eritrea we equipped five medical facilities and two community health centres in the Gash-Barka region.
In Ethiopia we equipped two community health centres including three vision centres at Baray Santuk Referral Hospital, Moung Rusey Referral Hospital and Kampong Tralach Referral Hospital.
In China we equipped 14 medical facilities and 950 community health centres and schools in regional areas with basic eye care equipment.
In Eritrea we equipped five medical facilities and two community health centres in the Gash-Barka region.
In India we equipped six medical facilities.
In Nepal we equipped six medical facilities. We provided diabetic retinopathy screening equipment to Hetauda and Bhaktapur Community Eye Hospitals and equipped a new sub-speciality unit at the Tilganga Institute of Ophthalmology. We also trialed a mobile-health technology program in an effort to increase referrals and attendance at regional eye clinics.
In Pakistan we equipped 10 medical facilities and one community health centre.
In the Philippines we equipped the out-patient eye clinic at Surigao del Norte Provincial Hospital Eye Centre. We also provided vision screening kits to all Rural Health Units and trained Barangay Health Workers.
In Rwanda we equipped 22 medical facilities with eye health equipment including intraocular lenses, slit lamps and fundus cameras.
In Vietnam we equipped two facilities and 2,123 schools with basic eye screening equipment.
Fred campaigned for justice and challenged governments to do more to ensure everyone could access high-quality health care. The Foundation continues to stay true to our values, standing up for the rights of others. Through innovative pilot projects and evidence-based research we are demonstrating to governments the value of investing in eye health.

“I stand for spreading the benefits of modern medicine as widely as possible and improving people’s living standards.”

– Fred Hollows

The Fred Hollows Foundation is trialling new projects to reduce the barriers to women accessing eye services. Globally, almost two-thirds of the world’s blind are women, with research showing a high prevalence in developing countries, particularly in rural and remote areas.

“Women are more likely to be blind simply because they are female,” said The Foundation’s Bangladesh Country Manager, Dr Zareen Khair, who was awarded the L’OCCITANE Foundation Sight Award for Innovation for her work to improve sight for women and children in rural Bangladesh. “Some of the barriers they face include physical distance, lack of financial means and the general lack of awareness about eye care. We need to find low-cost local solutions that address these barriers and help women access services.”

New projects include providing eye health services in garment factories in Bangladesh and for cottage industry and agriculture workers in Pakistan and Vietnam, and training pharmacists and community health workers to detect eye problems and ensure everyone has access to eye health care.
The Fred Hollows Foundation has played a critical role in lobbying the Kenyan Government to expand the National Hospital Insurance Fund (NHIF) to include eye health. In 2016, advocacy activities were varied and included a television feature and two-week television advertisement advocating for the inclusion of cataract surgery. The advertisement ran across local media in Kenya and was played free of charge.

The Kenyan Government has now included cataract surgery in the NHIF in both public and private hospitals. This will greatly increase the ability of people like Rosalina, 75, to access high-quality and affordable cataract surgery.

**OUR IMPACT**

**We’re partnering with like-minded organisations and advocating to local and national governments to address the eye health challenges of today and the future.**

**Globally**, The Foundation was accepted into official relations with The World Health Organization (WHO). This privilege was granted based on our sustained and systematic engagement in the interest of WHO and our significant contribution to the advancement of public health. Additionally, The Foundation continued its strategic partnership with the International Diabetes Federation (IDF), an umbrella organisation of over 200 national diabetes associations. This partnership provides an opportunity to work together towards embedding eye disease as a health priority within the diabetes sector. Through global advocacy in partnership with IDF, we raised the profile of diabetic retinopathy as a largely avoidable and overlooked complication of diabetes.

**In Cambodia** we developed a pioneering project to address gender inequities in eye health in partnership with the Ministry of Women’s Affairs, the Ministry of Health and the National Program for Eye Health. The project aims to increase the knowledge and utilisation of eye health services by women and girls in 10 provinces of Cambodia through education and behavioural change.

**In China** we formalised our relationship with the China National Prevention of Blindness Committee and worked in cooperation with them to deliver training to representatives from 22 provinces on building effective eye care systems. We also developed a manual to demonstrate to the government the benefit of implementing a comprehensive rural eye care model to address eye health needs in remote and underserviced areas.

**In Eritrea** we supported a national comprehensive eye health care assessment. This assessment will allow us to deliver targeted services that address current needs.

**In Ethiopia** we conducted research to identify socio-economic and environmental characteristics of trachoma prevalence areas. This research will allow us to fine-tune our targeted approach to eliminating trachoma.

**In Kenya** we supported the development of comprehensive eye health plans for four counties. These plans play an integral role in increasing the allocation of funding to the eye health sector.

**In Lao PDR** we helped secure a US$58,000 grant from Sight First to conduct a Rapid Assessment of Avoidable Blindness. This assessment will allow us to address eye health challenges and deliver effective and targeted services.

**In Myanmar** we played a key role in the development of the country’s first national strategic plan for eye health. This plan will guide and align the efforts of the Ministry of Health and Sports and other stakeholders to significantly reduce avoidable blindness and address vision impairment.

**In Nepal** we gained agreement from the government to integrate eye health services into routine government-run diabetes management services. This is a crucial step in ensuring that many of the estimated 140,000 people at risk of developing diabetic retinopathy in Nepal can be screened and treated before suffering severe vision loss or blindness.

**In the Pacific** we supported trachoma awareness activities that targeted 20,000 people in Kiribati including members of parliament. We also ran a national trachoma awareness campaign in Vanuatu utilising community health workers and mass media. Mass Drug Administration (MDA) surveys were also conducted to measure our impact and inform future MDAs.

**In the Philippines** we supported the Department of Health to build comprehensive community eye health programs in underserviced regions. We also addressed the shortage of trained eye health personnel in rural areas by using national health insurance reimbursement to attract private sector ophthalmologists to provincial hospitals. This innovative approach allowed hundreds of people to be screened and treated for cataract and other common eye diseases.

**In Vietnam** we worked in collaboration with other eye care and public sector organisations to successfully advocate for the government’s adoption of the National Blindness Prevention Strategy to 2020 and Vision 2030. This will form a platform to achieve blindness prevention strategies nationwide. We also worked with government ministries to advocate for eye health to be included in the school health curriculum and for high-quality eye care protocols to be standardised across the country.
INDIGENOUS AUSTRALIA PROGRAM

Our commitment to Aboriginal and Torres Strait Islander people is grounded in Fred’s deep respect for their right to good health. We are determined to Close the Gap on Indigenous health. By working with partners, we’re providing culturally appropriate services to people in remote and underserviced areas.

“The hard facts are that in an affluent country like this there are incredible pockets of poverty and disease, including eye disease.”
— Fred Hollows

CASE STUDY: WESTERN AUSTRALIA

TRACEY’S STORY

Tracey Howard was a young woman when she had her eyes examined by Fred Hollows in Broome, Western Australia, in the late 1970s. Fred’s visit was one of 465 that he and his team made to Aboriginal and Torres Strait Islander communities during the National Trachoma and Eye Health Program, a three-year crusade to treat trachoma in Australia.

While Tracey, now 73, had no idea who the doctor was, she was surprised to see him on television a few years later. “I didn’t know much about him,” she said. “Then I heard he was the one who travelled the world and he became very wellknown. I couldn’t believe he was the doctor man who checked our eyes.”

Her encounter with Fred Hollows was the start of a long connection. Fast forward 40 years, and Tracey had a cataract removed this year, thanks to The Fred Hollows Foundation’s partnership with The Lions Eye Institute.

THE FRED HOLLOWS FOUNDATION ANNUAL REPORT 2016 | HOLLOWS.ORG
**Case Study: Western Australia**

**Dr Turner’s Story**

Dr Angus Turner is the inspiring founder and Director of Lions Outback Vision, a specialist eye health service for regional and remote communities in Western Australia. Each year, the service reaches 5,000 people and plays a critical role to ensure Aboriginal and Torres Strait Islander people can access high-quality eye care.

Dr Turner—who cites Fred Hollows as one of his greatest inspirations—has an undeniable passion for his work and improving the lives of his patients. “It’s truly rewarding when vision can be restored,” he said. He’s also a driving force behind the use of innovative technologies such as tele-health, which connects remote patients with specialists in Perth.

In 2016, his Lions Outback Vision Van was launched and with the support of The Fred Hollows Foundation, the mobile eye health van will travel over 24,000 kilometres each year providing comprehensive eye care services to up to 200 patients a week.

### Our Impact at Home

<table>
<thead>
<tr>
<th>People Screened in Remote and Underserviced Communities</th>
<th>11,164</th>
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<tbody>
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<td>Eye Operations and Treatments Including:</td>
<td></td>
</tr>
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</tr>
<tr>
<td>Pairs of Glasses Distributed</td>
<td>2,900</td>
</tr>
<tr>
<td>People Trained</td>
<td>340</td>
</tr>
<tr>
<td>Worth of Equipment Supplied</td>
<td>$216,182</td>
</tr>
</tbody>
</table>

**Helping People See**

- In partnership with the Lions Eye Institute and RANZCOG (Royal Australian and New Zealand College of Ophthalmologists) Eye Foundation, we performed 427 diabetic retinopathy procedures for Aboriginal and Torres Strait Islander people living in remote parts of Western Australia.
- Through our partnership with Anyinginyi Health, 410 students in the Barkly region of the Northern Territory were screened for eye health conditions and participated in eye health education sessions at school.
- We supported two Aboriginal Liaison Officers in the Top End and Central Australia regions of the Northern Territory to increase access to culturally appropriate services in remote communities.
- We supported an Eye Health Coordinator at Nganampa Health Council in the Anangu Pitjanjatjara Yankunytjatjara (APY) Lands.

**Investing in People**

- In partnership with the Institute for Urban Indigenous Health, we supported an Aboriginal optometry student to complete her practical training at an Aboriginal Community Controlled Health Service in Queensland.
- Through our partnerships, we trained over 270 people in basic eye health. This training gives Primary Health Care workers the skills to use eye health equipment, check visual acuity and play a vital role in integrating eye health into regular health checks for Aboriginal and Torres Strait Islander people.
- We supported two Aboriginal Liaison Officers in the Top End and Central Australia regions of the Northern Territory to increase access to culturally appropriate services in remote communities.

**Equipment and Technology**

- We donated more than $215,000 worth of equipment to two facilities in the Northern Territory and five clinics across South East Queensland. These clinics provide essential eye health screening and treatment to Aboriginal and Torres Strait Islander people in one of the fastest growing Indigenous populations in Queensland.
- We donated two retinal cameras to Sunrise Health Service, an Aboriginal Community Controlled Health Organisation servicing 14 remote and underserviced communities in the Katherine region.
- We were engaged by the Australian Government’s Department of Health to conduct a National Eye Care Equipment Inventory, with an assessment tool being distributed to 155 primary health care services across the country. This inventory will inform the Government on the key areas needing additional equipment and support to address the eye health conditions in their regions.

**Advocacy and Influence**

- We partnered with Australian Indigenous HealthInfoNet to improve accessibility to information on eye health conditions, treatments and prevention through an online eye health portal.
- We supported The Redfern Statement, calling for government action to ‘Close the Gap’ between Aboriginal and Torres Strait Islander people and other Australians through self-determination.
- We provided input into a landmark National Eye Health Survey which highlighted the gap in eye health between Aboriginal and Torres Strait Islander people and other Australians. It found Aboriginal and Torres Strait Islander people are three times more likely to be blind than other Australians.
- We continued to support the call for Aboriginal and Torres Strait Islander people to be recognised in the Australian Constitution.
OUR PARTNERS

AFGHANISTAN HealthNet, TPO, National Committee for Eye Health, Ministry of Public Health, University Eye Hospital, Ministry for Higher Education Afghanistan.

AUSTRALIA Aboriginal Medical Services Alliance NT, Aboriginal Peak Organisations NT, Apunipima Cape York Health Council, ALP, Northern Territory, Australian Indigenous Doctors Association, Anyongu Health Aboriginal Corporation, Australian Human Rights Commission, Barunga Festival, Bila Mjuj Aboriginal Health Service, Bill Robertson Optometrist, Boukie Aboriginal Health Service, Brewarrina Aboriginal Health Service, Central Australian Aboriginal Congress, Central Australian Rural Practitioners Association, Centre for Eye Research Australia, Edith Cowan University – Australian Indigenous HealthInfoNet, Far West Medicare Local, Far Western NSW Local Health District, Indigenous Allied Health Australia, Indigenous Eye Health University of Melbourne, Institute for Urban Indigenous Health, Katherine West Health Board, Lions Eye Institute, Merredin School of Health Research, Michael Long Learning and Leadership Centre, Music NT, National Aboriginal Community Controlled Health Organisation, National Health and Medical Research Council, National Rural Health Alliance, National Trachoma Surveillance and Reporting Unit, Ngapama Health Council, NHMRC Clinical Trials Centre, Northern Territory Government, Central Australian Health Services and Top End Health Services, Northern Territory Primary Health Network, Outback Eye Service, Oxford, Prince of Wales Hospital, Queensland Health – Torres Cape Hospital and Health Service, Queensland Check Up, Royal Australian and New Zealand College of Ophthalmologists, Eye Foundation, Reference, Recognition Australia, Rural Doctors Network, Sironi Health, South Australian Health and Medical Research Institute, South Australian Institute for Ophthalmology, Sunrise Health Service, Taree High School, TeamSight, the Nossal Institute, The University of Sydney, Tulcanow Health Service, Unipriuta Health Service, Vision 2020 Australia, Vision Cooperative Research Centre, Health CRC, Westmead Medical Centre, Cooper, Wellington Aboriginal Corporation Health Services, Western NSW Local Health District, Western NSW Medicare Local, Wuchopperen Health Services Limited, Wuri WurliWurrung Health Service, Yuenidumu Women’s Centre Aboriginal Corporation.

BANGLADESH Ministry of Health and Family Welfare Bangladesh, National Institute of Ophthalmology and Hospital, Bangladesh Institute of Research and Rehabilitation in Diabetes Endocrine and Metabolic Disorders, Diabetes: Association Society Bangladesh, Barisal Medical College and Hospital, Nazrul Haena Foundation, Nazrul Islamia Eye Institute and Hospital.

BURUNDI Clinique de l’Oeil.

CAMBODIA National Program for Eye Health, University of Health Sciences, Cambodian Ophthalmological Society, Provincial Referral Hospital Eye Units of Chey Chumneas, Kampong Chhnang, Kampong Speu, Kampong Thom, Meak Long, Mondulkiri, Pailin and Preah Sihanouk provinces, Siem Reap Provincial Referral Hospital, Preah Mear Referral Hospital, Kmer Sovay Friendship Hospital, Phnom Penh Municipal Referral Hospital, Preah Ang Duong Hospital, Family Health Development, Khnouar Thmey Blind School), The Association of the Blind Cambodia, The Eye Care Foundation, World Vision Cambodia, Cambodia Development Mission for Disability, Department of School Health, Department of Women and Health, Provincial Departments of Education in Kampot Chhnang, Kampot Speu, Kampot Thom, Kandal and Prey Veng provinces.

CHINA China National Blindness Prevention Committee, Provincial Health and Family Planning Commission of Inner Mongolia, Provincial Education Department of Inner Mongolia, Provincial Disabled Persons’ Federation of Inner Mongolia, Chaoji Ophthalmic Hospital Group of Red Cross Society of Inner Mongolia, International Mongolia Hospital of Inner Mongolia, An Hui Provincial Hospital, Lisen County Hospital, Huaqiu County Hospital, Haining Hospital, Tacheng Prefecture Hospital, Altay Prefecture Hospital, Adiy Eye Hospital, Cele County Hospital, Yurman Red Cross Hospital, People’s Hospital of Qiubei County, Affiliated Hospital of Dali University, People’s Hospital of Weishan Prefecture, Binchuan County Hospital, Nanjian County Hospital, Yanshan County Hospital, Guangnan County Hospital, Lancang County Hospital, Jianxiu County Hospital, Duosun County People’s Hospital, Tabus Banner Hospital, Hraperg Right Wing Middle Banner People’s Hospital, Batao Chaoji Ophthalmic Hospital of Red Cross Society of Inner Mongolia, Chifeng Chaoji Ophthalmic Hospital of Red Cross Society of Inner Mongolia, Ulanqab Chaoji Ophthalmic Hospital of Red Cross Society of Inner Mongolia.


ERITREA Asrama College of Health Sciences, Ministry of Health of the State of Eritrea, UNICEF.

ETHIOPIA Federal Ministry of Health, Oromia Regional Health Bureau, Oromia Regional Education Bureau, Oromia Regional Water Mineral and Energy Bureau, Oromia Bureau of Finance and Economic Development, Education Departments of Finfinne Special Zone, Jima Zone, North Shewa Zone, South West Shewa Zone and West Shewa Zone, Health Departments of East Harenghe Zone, Finfin Special Zone, Jima Zone, North Shewa Zone, South West Shewa Zone and West Shewa Zone, Water Mineral and Energy Departments of Finfin Special Zone, Jima Zone, North Shewa Zone, South West Shewa Zone and West Shewa Zone, Milktso Hospital, Shen. Giheto Hospital, Bistadimo Hospital, Shen. Giheto Hospital, Tuko Bilko Hospital, Fiche Hospital, Bistadimo Hospital, Ambro Hospital, Kayo Hospital, Jimma University Specialized Hospital, Oromia Television and Radio Organisation, Fana Broadcasting Corporate, Himalayan Cataract Project.

INDONESIA National Ministry of Health, Indonesian Ophthalmologists Association, Provincial Government of West Nusa Tenggara, BKMM Eye Hospital Mataram, West Nusa Tenggara District Health Services.


LAO PDR Ministry of Health of Laos PDR, National Ophthalmology Centre, Provincial Departments of Health and Hospitals in Oudomxay, Bokeo, Phonsaly, Louangnamtha, Louangprabang, Xayaburi and Vientiane.

MYANMAR Trachoma Control and Prevention of Blindness Program, Yangon Eye Hospital.


PAKISTAN Al-Birham Eye Hospital, Al-Shifa Trust Eye Hospital, College of Ophthalmology and Allied Vision Sciences, Comprehensive Eye Care Cells of Balochistan, Khyber Pakhtunkhwa, Punjab and Sindh, Leyton Rahmatullah Benevolent Trust, Pakistan Institute of Community Ophthalmology, Provincial Departments of Health of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh, Provincial Departments of Education of Balochistan, Khyber Pakhtunkhwa and Sindh.

VIETNAM Ministry of Health, Ministry of Education and Training, General Department of Preventive Medicine, Department of Preventive Medicine and Medical Services Administration, Department of Student Affairs, People’s Aid Coordinating Committee, Vietnam Union of Friendship Organizations, Vietnam National Institute of Ophthalmology, Thai Binh University of Medicine and Pharmacy, Hue University of Medicine and Pharmacy, Ho Chi Minh City Eye Hospital, and the Provincial Departments of Health, Provincial Departments of Education, Provincial People’s Committees and Social Diseases Prevention Centres and Eye Hospitals or Centres in Hoa Binh, Ninh Binh, Dai Quang, Nam Ninh, Ninh Thuan, Dan Nang, Dak Nong, Lam Dong, Vinh Long, and Dien Bien provinces.

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. 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 support. Thank you for partnering with us to carry on Fred’s dream of ending avoidable blindness.

REGULAR GIVING
In 2016, 18,246 Australians chose to become regular givers and support 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. 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/bequests

OUR SUPPORTERS 2016
ACME Foundation
Agility Fairs & Events
Anglo International Management
APA Group
Australia China Business Council
The Australian Association of Hong Kong
The Australian Chamber of Commerce Hong Kong and Macau
The Australian Chinese Association of Hong Kong
Aztec Services
Baker McKenzie
BlackRock
Blackwoods
Christies
Cody Foundation
Crossroads Hong Kong
Dr Francis Maxwell Hooper
Ernst & Young
Freshfields Bruckhaus Deringer (Hong Kong)
George & Beah Revay
The George Levin Foundation
Gilbert + Tobin
Goldman Sachs
Goodman
IDC
IMC
JB Hi-Fi
Jeff & Geri Underhill
Jetmaster
Joy Limited
JP Morgan
K&L Gates
Laser Vision SA
Macquarie Group
The Meg and Roger Project
Miller Foundation
PwC Australia
QANTAS Loyalty
The Rose Foundation
Rotary Clubs of Australia
ShineWing
Specsavers Australia & NZ
Star Qualities Limited
Thick as Thieves
Wild Women on Top
World Nomads Group

“| have always been an optimist about the nature of mankind.”
— Fred Hollows

COASTREK – FROM STRENGTH TO STRENGTH
Since Coastrek began in Sydney in 2010 and in Melbourne in 2015, almost 19,000 trekkers have raised more than $14 million for The Fred Hollows Foundation. These funds have restored sight to hundreds of thousands of people around the world and have helped train local eye doctors and health workers to provide eye health screening and treatment. Founded by Wild Women on Top, Coastrek is a world class trekking challenge providing a unique environment for people to get fit, have fun and raise funds exclusively for The Fred Hollows Foundation. The Foundation thanks the Wild Women on Top team and in particular co-founders Di Westaway and Lisa Marshall.

HSBC – MAKING A DIFFERENCE IN AUSTRALIA
In 2016, HSBC continued to support The Fred Hollows Foundation’s work to eliminate trachoma in Aboriginal and Torres Strait Islander communities. In August, HSBC employees visited a community affected by trachoma and were able to participate in the Freedom Day Festival at Kalkaringi, to commemorate 50 years since the Wave Hill Walk Off – the birth of the Aboriginal Land Rights movement which Fred was a strong supporter of. “What struck us was how loved and respected The Fred Hollows Foundation team are in the community and that they are an important, trusted and valued part of the community,” said an HSBC employee. “We also realised just how far we still need to go to address Indigenous rights in Australia.”
INSTITUTIONAL DONORS

In 2016, institutional donors provided more than $23 million to help us tackle avoidable blindness. This support enabled us to provide high-quality eye health services to millions of people around the world.

AUSTRALIAN GOVERNMENT

In 2016, The Foundation received valuable support from the Australian Government’s Department of Foreign Affairs and Trade (DFAT) through the Australian NGO Cooperation Program (ANCP), the East Asia Avoidable Blindness Initiative (ABI) and the Pakistan-Australia Prevention of Avoidable Blindness (PAPAB) Project. We also received funding through the Department of Prime Minister and Cabinet and the Commonwealth Department of Health for our work in Australia.

INSTITUTIONAL DONORS

Standard Chartered Bank Seeing is Believing Initiative
The Queen Elizabeth Diamond Jubilee Trust
United States Agency for International Development and RTI International
United Kingdom Department for International Development
Conrad Hilton Foundation

Global Partnership for Education and The World Bank
Kadoorie Charitable Foundation
L’OCCITANE Foundation
Excellence in Ophthalmology Vision Award (XOVA)
Lions Clubs International Foundation
Evan Cornish Foundation

KEY STRATEGIC INTERNATIONAL PARTNERSHIPS

Sightsavers
Helen Keller International
International Diabetes Federation

CASE STUDY: EAST ASIA

Over the past three years, the East Asia Vision Program, supported by the Australian Government’s Department of Foreign Affairs and Trade, has screened more than 81,000 people and delivered more than 29,000 eye operations and treatments to people who are needlessly blind in Cambodia, Timor-Leste and Vietnam.

The program, implemented by the Vision 2020 Australia Global Consortium, has built local capacity by upskilling more than 5,000 local doctors, nurses and health workers. The program also equipped eye health training facilities and developed new academic training programs to ensure continued impact.

Soung Sarom is one of the thousands of patients who received sight restoring surgery as part of the Program. After being blind for three years she was overjoyed to go back to work in her village near Phnom Penh. “My sight was completely restored... just in time for the rice and cane harvesting season. I can also catch fish, which is my favourite job, and I can now teach these skills to my daughter,” said Sarom.

CASE STUDY: ETHIOPIA

More than 25 million people in the Oromia region of Ethiopia are living in trachoma endemic areas. Since 2013, The Fred Hollows Foundation has undergone a massive scale-up to help tackle this enormous problem. This work is a great example of what can be achieved with the support of partners.

From 2014-2016 The Foundation distributed more than 31 million doses of antibiotics, performed more than 61,000 trichiasis surgeries, trained 271 surgeons and almost 50,000 community health workers.

None of this would have been possible without generous funding from USAID working with RTI International and Helen Keller International, the United Kingdom Department for International Development, Sightsavers and the Australian Government through the Australian NGO Cooperation Program. We have also had support from the Government of Ethiopia and Oromia Regional Health Bureau.
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 nine as at December 2016. Of these nine, the majority are directly elected by The Foundation’s members at the Annual General Meeting. Up to six may be appointed by the Board itself, and there were three appointed directors as at December 2016. The Board also appoints the Chair and Deputy Chair from among the existing directors. With the exception of Gabi Hollows, who occupies a special position as ‘Founding Director’ and has the right to lifetime membership, directors are elected or appointed for three-year terms and the Constitution sets limits on the maximum consecutive period people may serve on the Board.

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

COMMITEES

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
▶ The Finance and Audit committee assists and advises the Board on key financial, audit, financial systems, financial compliance matters and risk
▶ 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 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
Nigel Milan AM
Dr Graham Frasenket
Ray Martin AM
Gabi Hollows AO
Howard Davies

MANAGEMENT AND STAFF

At the end of 2016, The Foundation had 338 paid staff, including 197 in-country staff based in our 16 overseas offices. During the year, around 56 people were regular volunteers in the six offices in Australia (Sydney, Melbourne, Brisbane, Darwin, Alice Springs and Katherine) and many more gave valuable help on an as-needs basis, including volunteering for Coastrek. As of December 2016, the Executive Management Group was comprised of: Brian Doolan – CEO; Kirsten Armstrong – Director of Knowledge and Innovation and Acting Director of Programs; Daryn Deiley – Chief Operating Officer; Jennifer Gersbeck – Director of Global Partnerships and Advocacy; Nick Martin – Director of Public Affairs; Victoria Morris – Associate Director of Strategy and Governance and Nicola Stewart – Associate Director of Marketing and Fundraising.

REPRESENTATION AND LINKS WITH OTHER BODIES

The Foundation has formal Licence Agreements with other Fred Hollows entities domiciled elsewhere in the world - The Fred Hollows Foundation New Zealand, The Fred Hollows Foundation (UK), The Fred Hollows Foundation Kenya, The Fred Hollows Foundation (HK) Limited and the two Fred Hollows Intraocular Lens (IOL) Laboratories in Entire and Nepal.

In addition, The Foundation is:

▶ In Official Relations with the World Health Organization
▶ A member of the Board of Trustees of the International Agency for the Prevention of Blindness
▶ A partner in ‘VISION 2020: The Right to Sight’, a global partnership between the IAPB and the World Health Organization with the goal of eliminating avoidable blindness by the year 2020
▶ A member and current Chair of the International Coalition for Trachoma Control
▶ A member of Vision 2020 Australia, the national peak body for eye health and vision care organisations
▶ A member and the prime contract holder of the Vision 2020 Australia Global Consortium, an unincorporated joint venture of six Australian eye health agencies that work internationally
▶ A member of the Australian Council for International Development, the national peak body of international development NGOs and a signatory to its Code of Conduct
▶ A member of the Neglected Tropical Disease NGO Network (MN

▶ 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
▶ In Strategic Organisational Partnerships with Sightsavers, Helen Keller International and the International Diabetes Federation
▶ FHF UK is a member of BOND, the UK membership body for non-governmental organisations working in international development

MONITORING AND EVALUATION

The Fred Hollows Foundation has rigorous monitoring processes that assist us to deliver effective and sustainable programs, including conducting periodic evaluations to examine the quality and impact of projects. In 2016, The Foundation conducted 16 evaluations across 11 countries, the findings of which are used to inform implementation and design of future projects. The Foundation also invests in operational research that generates evidence to inform ourselves and our partners on best practice in eye care. In 2016, 17 operational research studies were completed.

THE FRED HOLLOWS FOUNDATION ANNUAL REPORT 2016 | HOLLOWS.ORG
JOY SAVAGE  
DEPUTY CHAIR  
Joy joined the Board in 2013. An Aboriginal woman from far North Queensland, Joy has extensive public sector and non-government experience. She is currently a senior executive in the Department of the Prime Minister and Cabinet. In her prior role as CEO of Aboriginal Hostels Limited, Joy had responsibility for a national network of short-term accommodation facilities and in-residence services for Aboriginal and Torres Strait Islander people. Joy has held senior public sector roles across a number of social policy areas, including health, immigration and indigenous affairs. Joy has also held chief executive roles in the non-government sector in the field of Aboriginal health and community services. Joy has an MBA and is a member of the Board’s Programs and Partnerships Committee.

LES FALLICK  
Les was elected to the Board in 2010, serving as Chair until February 2013 and again from May 2014 until February 2016. An economist with a Master of Arts, Les has worked in government, the private sector, tertiary education and the trade union movement, and has authored two books. He has been the Director of over 20 companies in Australia, the UK, Europe and Asia. Les also has considerable experience in the not-for-profit sector – including as past Chairman of the Carbon Advisory Board for Greening Australia. He has served on both the Governance and Nominations Committee and the Finance and Audit Committee. Les is currently the Chair of The Fred Hollows Foundation Kenya and The Fred Hollows Foundation (HK) Limited.

CHRISTINE HAWKINS  
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 small to medium enterprises, government and not-for-profit organisations. Concurrently, Christine has been a non-executive director of many companies in a range of industries and Chairman of several not-for-profit organisations. She holds an honours degree in Commerce in Accounting and Financial Management, a Master of Commerce degree in organisational development and taxation law and a Level 5 Certificate from Cambridge University in Teaching English to Speakers of Other Languages. She is a Fellow of CPA Australia and a Fellow of the Australian Institute of Company Directors. Christine is a member of the Finance and Audit Committee.

GABI HOLLows  
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’. She also holds an Advance Australia Award (Community Service) and a Centenary Award from the Australian Government. In 2014, Gabi was awarded the Sir Edward ‘Weary’ Dunlop Asalink Medal for her work with The Foundation and in 2015 was awarded the Ryman Prize. Gabi is the Patron of The Fred Hollows Foundation Regular Giving Program and undertakes extensive speaking engagements for The Foundation. She is a member of the Board’s Governance and Nominations Committee, and Programs and Partnerships Committee.

DR JAMIE LA NAUZE  
Jamie joined the Board in 2010, but his association with The Foundation goes back to its earliest days when he was part of the inaugural Medical Directorate developing surgical skills through workshops in Vietnam, Cambodia and China. Jamie trained as an ophthalmic surgeon in Melbourne and Cambridge (UK), and holds a Masters in Clinical Epidemiology, Jamie is a Fellow of the Royal Australian and New Zealand College of Ophthalmologists, has written numerous papers on eye health, and contributed to a book on The Foundation’s work. Jamie is a member of the Board’s Governance and Nominations Committee and Programs and Partnership Committee.

GRAHAM SKEATES  
Graham has been involved with The Foundation since its inception and joined the Board as Treasurer in 2010 - a position he held until mid 2013 when this office was removed from the Constitution. He remains Chair of the Board’s Finance and Audit Committee and is also a Director of The Fred Hollows Foundation (HK) Limited. Graham has 40 years’ experience in the accounting profession and the financial services industry and was a member of the Reserve Bank of Australia, Chief Accountant for AMP and the Regional Finance Director for the Asian operations of Prudential Insurance UK. Graham helped launch the Financial Services Accountants Association of Australia and was its inaugural president.

PROFESSOR PAUL TORZILLO  
Paul joined the Board in 2012 bringing over 30 years’ experience in Aboriginal and international health. He is Medical Director of the Nganampa Health Council in South Australia, and 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 (WHO) as a consultant in child health, particularly in the area of the Integrated Management of Childhood Illness (IMCI) program.

The full Directors’ Report for 2016 is available on The Foundation’s website hollows.org or upon request by emailing fred@hollows.org or phoning 02 8741 1900.
### STATEMENT OF FINANCIAL POSITION

**As at 31 December 2016**

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<tr>
<th></th>
<th>2016 $000</th>
<th>2015 $000</th>
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<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<td></td>
</tr>
<tr>
<td>Current Assets</td>
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<td></td>
</tr>
<tr>
<td>- Cash and cash equivalents</td>
<td>6,029</td>
<td>5,952</td>
</tr>
<tr>
<td>- Other interest bearing deposits</td>
<td>7,541</td>
<td>10,582</td>
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<tr>
<td>- Trade and other receivables</td>
<td>626</td>
<td>291</td>
</tr>
<tr>
<td>- Prepayments</td>
<td>15,128</td>
<td>5,140</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>16,173</td>
<td>16,421</td>
</tr>
<tr>
<td>Non Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Investments at fair value</td>
<td>12,139</td>
<td>12,100</td>
</tr>
<tr>
<td>- Property, plant and equipment</td>
<td>2,574</td>
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</tr>
<tr>
<td>Total Non Current Assets</td>
<td>14,713</td>
<td>14,363</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>30,886</td>
<td>30,784</td>
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<tr>
<td><strong>LIABILITIES</strong></td>
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<tr>
<td>Current Liabilities</td>
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<tr>
<td>- Trade and other payables</td>
<td>9,761</td>
<td>10,294</td>
</tr>
<tr>
<td>- Provisions</td>
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<td>1,274</td>
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<tr>
<td>Total Current Liabilities</td>
<td>11,187</td>
<td>11,568</td>
</tr>
<tr>
<td>Non Current Liabilities</td>
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<tr>
<td>- Provisions</td>
<td>264</td>
<td>244</td>
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<tr>
<td>- Deferred liability</td>
<td>400</td>
<td>52</td>
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<tr>
<td>Total Non Current Liabilities</td>
<td>664</td>
<td>296</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td>11,851</td>
<td>11,864</td>
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<tr>
<td><strong>Net Assets</strong></td>
<td>19,035</td>
<td>18,920</td>
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<tr>
<td><strong>EQUITY</strong></td>
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<tr>
<td>Accumulated Surplus</td>
<td>7,617</td>
<td>6,283</td>
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<tr>
<td>Contingency Reserve</td>
<td>11,418</td>
<td>12,637</td>
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<tr>
<td><strong>Total Equity</strong></td>
<td>19,035</td>
<td>18,920</td>
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</table>

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*At the end of the financial years 2016 and 2015 The Fred Hollows Foundation had nil balances for Current Assets Inventories, Assets held for sale and Other financial assets, for Non Current Assets Trade and other receivables, Investment property, Intangibles and Other non-current assets, for Current Liabilities Net current tax liabilities, Other financial liabilities and Other, for Non Current Liabilities Other financial liabilities and Other. The Foundation had nil balances for other Reserves at the end of the 2016 and 2015 financial years.

*The Group's consolidated accounts are presented.*
STATEMENT OF CHANGES IN EQUITY
For the year ended 31 December 2016

<table>
<thead>
<tr>
<th></th>
<th>ACCUMULATED FUNDS $000</th>
<th>CONTINGENCY RESERVE $000</th>
<th>TOTAL $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 January 2016</td>
<td>6,283</td>
<td>12,637</td>
<td>18,920</td>
</tr>
<tr>
<td>Movements in contingency reserves</td>
<td>1,219</td>
<td>- (1,291)</td>
<td>-</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>115</td>
<td>-</td>
<td>115</td>
</tr>
<tr>
<td>As at 31 December 2016</td>
<td>7,617</td>
<td>11,418</td>
<td>19,035</td>
</tr>
<tr>
<td>Balance at 1 January 2015</td>
<td>3,089</td>
<td>13,710</td>
<td>16,799</td>
</tr>
<tr>
<td>Movements in contingency reserves</td>
<td>1,073</td>
<td>- (1,073)</td>
<td>-</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>2,121</td>
<td>-</td>
<td>2,121</td>
</tr>
<tr>
<td>As at 31 December 2015</td>
<td>6,283</td>
<td>12,637</td>
<td>18,920</td>
</tr>
</tbody>
</table>

Table of Cash Movements for Designated Purpose
No single appeal or other form of fundraising for a designated purpose generated 10% or more of total income for the year ended 31 December 2016.

2016 FINANCIAL OVERVIEW
All figures in Australian dollars

WHERE THE MONEY CAME FROM

<table>
<thead>
<tr>
<th>Source of Income</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community and Corporate Support</td>
<td>56,350</td>
</tr>
<tr>
<td>Department of Foreign Affairs and Trade (DFAT)</td>
<td>7,541</td>
</tr>
<tr>
<td>Other Australian Government Departments and Agencies</td>
<td>626</td>
</tr>
<tr>
<td>Other Overseas Grants</td>
<td>15,128</td>
</tr>
<tr>
<td>Net Gains/(losses) on investments at fair value</td>
<td>730</td>
</tr>
<tr>
<td>Other Income</td>
<td>(537)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>79,838</strong></td>
</tr>
</tbody>
</table>

HOW THE MONEY WAS SPENT

<table>
<thead>
<tr>
<th>Category</th>
<th>$000</th>
<th>$000</th>
<th>RATIO OF EXPENSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs &amp; Community Education</td>
<td>54,887</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Africa</td>
<td>24,939</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- South East Asia</td>
<td>11,128</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- South Asia</td>
<td>9,090</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Pacific Region</td>
<td>2,844</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Middle East</td>
<td>125</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Indigenous Australia</td>
<td>6,761</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Community Education</td>
<td>5,489</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising Expenses</td>
<td>14,410</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public &amp; Government/Multilateral fundraising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>4,937</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountability and Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

WHERE THE PROGRAM MONEY WAS SPENT

<table>
<thead>
<tr>
<th>Region</th>
<th>$000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>24,939</td>
</tr>
<tr>
<td>South East Asia</td>
<td>11,128</td>
</tr>
<tr>
<td>South Asia</td>
<td>9,090</td>
</tr>
<tr>
<td>Indigenous Australia</td>
<td>6,761</td>
</tr>
<tr>
<td>Pacific Region</td>
<td>2,844</td>
</tr>
<tr>
<td>Middle East</td>
<td>125</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54,887</strong></td>
</tr>
</tbody>
</table>

*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, and office supplies and other running costs.
An independent audit of The Fred Hollows Foundation’s financial accounts for 2016 was conducted by:

Kieren Cummings (Partner)
Ernst and Young
200 George Street, Sydney NSW 2000
+61 2 9248 5555

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

Fred Hollows called Dr Sanduk Ruit his “soulmate”. Together, they shared a determination to bring high-quality affordable eye health care to the developing world, and in particular to Ruit’s native Nepal.

In the early 1990s, the cost of an intraocular lens (IOL) meant modern cataract surgery was out of reach for most Nepalis. Fred and Ruit worked tirelessly to change this, and in 1994 the Fred Hollows Foundation IOL Laboratory was opened in Kathmandu and began producing lenses for just $5. Nearly 25 years on, the laboratory has produced more than 8 million lenses.

Dr Ruit has lost count of the number of people he’s restored sight to, but it exceeds 120,000. Despite this, every case still excites him. “It’s the change in the personality, the change in the attitude, the change in the face that takes place within hours in somebody who is blind. I would say it’s an extremely powerful moment,” he said.

This was particularly apparent when Dr Ruit operated on a special patient at an eye camp in the mountains of East India in 2016. Chandra, who is deaf and mute, was plunged into isolation two years ago when she went blind from cataracts. “After she lost her sight in both eyes she changed, her nature changed completely. It was unbearable. Very painful for the whole family,” said Suresh, her doting husband of 35 years.

Dr Ruit skillfully removed Chandra’s cataracts in just 15 minutes, using a technique that he pioneered and perfected. When he removed her patches, her expressionless face lit up in a broad smile. She looked at her beloved Suresh and mouthed the word “husband”. Even the experienced surgeon couldn’t hide his joy.

“If I was given a chance to be born again I would probably like to be born as an ophthalmologist...you can make a difference to so many people’s lives. I love what I’m doing,” Dr Ruit said.
“These are the happiest days of my life,” said 26-year-old Mao-ni after her sight was restored.

“I’m an optimist, always, that the world can be a better place.” — Fred Hollows