



International Agency for the Prevention of Blindness

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International Agency for the Prevention of Blindness (IAPB)

REPORT OF THE TRUSTEES

For the year ended 31 December 2011



VISION 2020 is the joint global initiative of IAPB and the World Health Organization
for the elimination of avoidable blindness

Registered Charity No: 1100559. Company Limited by Guarantee Number: 4620869, Registered in England and Wales.



REFERENCE AND ADMINISTRATIVE DETAILS

Status	The organisation is a charitable company limited by guarantee, incorporated on 18 December 2002 and registered as a charity on 6 November 2003.	
Governing document	The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.	
Company number	4620869	
Charity number	1100559	
Registered office and operational address	London School of Hygiene and Tropical Medicine (LSHTM) Keppel Street London WC1E 7HT	
Website	http://www.iapb.org/ http://www.vision2020.org/	
Honorary officers	Mr Christian Garms Prof. Hugh Taylor Mr Adrian Poffley	President & Chair Vice-President Treasurer
Bankers	HSBC Bank Plc PO Box LB633 39 Tottenham Court Road London W1T 2AR	Standard Chartered Bank 1 Basinghall Avenue London EC2V 5DD
Solicitors	Bates Wells & Braithwaite 2-6 Cannon Street London EC4M 6YH	
Auditors	Crowe Clark Whitehill St Bride's House, 10 Salisbury Square London EC4Y 8EH	



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The Trustees of the International Agency for the Prevention of Blindness (IAPB) present their report and the audited financial statements for the year ended 31 December 2011.

Reference and administrative information is set out on page 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities (issued in March 2005).

VISION

A world in which no one is needlessly blind or visual impaired and where those with unavoidable vision loss can achieve their full potential.

MISSION

IAPB promotes the global initiative VISION 2020: The Right to Sight, which aims to eliminate the main causes of avoidable blindness by the year 2020.

IAPB brings together governments and non-governmental agencies to facilitate the planning, development and implementation of sustainable national eye care programmes based on the three core strategies of disease control, human resource development and infrastructure development, incorporating the principles of primary health care.

STRATEGIC AIM

Eye health is given greater priority within overall health policy; becomes integrated into health systems and receives increased budgetary allocations from national governments and other donors.

STATEMENT OF PUBLIC BENEFIT

IAPB promotes the advancement of better health and the saving of lives, and exists for global public benefit.

Ultimately our impact as an organisation may be demonstrated on our success in terms of reducing the global prevalence of avoidable blindness. WHO data published in 2011 confirmed that the overall prevalence of disabling blindness and visual impairment has declined to an estimated 4% of the global population compared with estimates of around 5% in 2004.

This downward trend has been due to the efforts of governments and other stakeholders involved in VISION 2020, the main programme that IAPB promotes, as well as a slow but general improvement in socio-economic conditions globally. This is hugely encouraging as it gives us more assurance that VISION 2020 is having an impact – at the same time it stresses how important it is to re-double our efforts and achieve full elimination of avoidable blindness and visual impairment – of the 285m people currently disabled through visual impairment 80% could be avoided.

The Trustees are confident that an objective review of both the charity's intent and its performance clearly demonstrates that IAPB provides global public benefit.



STRUCTURE, GOVERNANCE AND MANAGEMENT

IAPB is a membership organisation with members drawn from all around the world. Any organisation working to prevent or cure blindness in accordance with the *VISION 2020: The Right to Sight* initiative is eligible to be considered for membership. This includes non-governmental organisations, organisations of eye health professionals, eye research and teaching institutes and corporations. Certain categories of members are able to nominate candidates from their organisations as Trustees. At 31st December 2011, there were 114 (2010: 110) members and 27 (2010: 28) Trustees.

The President of IAPB is the Chair of Council. The annual Council meeting provides the opportunity for members to contribute to the overall development of IAPB's key strategic thrust, the VISION 2020 initiative. The Council receives feedback from the Board committees, WHO and the seven IAPB regional chairs who report on the progress of implementation of VISION 2020. This provides an annual opportunity for members to network and identify ways in which they can collaborate together.

A minimum of two Board meetings are held face to face each year, and there is frequent communication between meetings. Representatives of WHO are invited to attend meetings, as are the CEO and senior IAPB staff including the Company Secretary. Trustees are responsible for agreeing the charity's strategic objectives and goals, the policies for achieving these and the on-going evaluation of the organisation's performance. In 2011 the Board meeting was held in Addis Ababa, Ethiopia in March and the Board and Council met again in September in Dubai, UAE.

A number of committees report to the Board to support policy formulation. The Chairs and membership of these committees are approved by the Board and most of the members are drawn from IAPB member organisations. In March 2011 an Executive committee of five Trustees was established by the Board to work with the management staff on strategic issues between Board meetings. The Trustees also decided to streamline governance of the organisation by disbanding the Finance committee and assigning its responsibilities between the Executive Committee and the Audit Committee.

Throughout 2011, IAPB was led by a full-time Chief Executive Officer, Mr Peter Ackland, who managed a small team consolidated mostly in the London office. There is a clear delineation between executive and non-executive roles. A strong executive is an integral part of both the planning and execution of IAPB strategy. The Trustees look to executive management for high quality, well informed advice on which to base decisions about the organisation's objectives, plans and strategies. Management rely on Trustees to provide objective and challenging leadership from a non-executive perspective.

A key part of IAPB's strategy is to strengthen its work at regional level through the employment of small executive teams in priority regions, led by a regional director, reporting to the CEO. To this end IAPB relocated the regional office for Latin and Central America in Miami, Florida USA that required IAPB to register as a branch office. We also received funding to strengthen our operations in Africa and thus commenced proceedings to register a branch office in South Africa and we anticipate the registration will be completed in the first quarter of 2012.

In the last quarter of 2011 IAPB has also set up a subsidiary company, IAPB Trading Limited. This has been formed initially in order to accept sponsorship in connection with the 9th General Assembly to be held in Hyderabad in September 2012. In the longer term, IAPB Trading Limited will also be used to accept other sponsorship and advertising income.

RELATED AND CONNECTED PARTIES

IAPB's strength is the ability to connect people, expertise and organisations towards a common goal. Inevitably however there are overlapping interests. IAPB is well aware of the potential conflict of interest which could arise where member organisations are eligible to bid for grant funds which IAPB distributes. In such instances, potential beneficiaries play no part in the decision making process. Independent project proposal review committees advise the Trustees on the allocation of grants. In the unlikely event that Trustees could benefit from any allocation of funds, those



Trustees would take no part in the discussion and would not vote. In the interests of transparency, IAPB discloses all related parties transactions (see note 18. to the financial statements).

In addition there are a number of other relationships that IAPB has established to pursue its charitable objectives. The major such relationships are as follows:

1. **Optometry Giving Sight (OGS):** IAPB works closely with OGS which was established in 2003 as a global fundraising initiative to obtain financial support from the international optometry community, the optical professions and their patients for refractive error and low vision projects. The headquarters of OGS is in Sydney, Australia and a number of national OGS bodies have also been established. The IAPB Chair, North America Regional Chair and CEO are Trustees of the global OGS organisation.

In July 2011, OGS UK registered as an independent UK charity and IAPB from this date is no longer required to assist OGS UK in some aspects of the management of its finances. IAPB continue to administer an Optometry Giving Sight (OGS) bank account on behalf of OGS UK. At the year-end, the IAPB held net funds of \$138K on behalf of OGS UK (2010, \$97k). Funds held in custody for OGS UK are shown in Note 19 to the Financial Statements. Incrementally the costs of administering this account are, in the view of the Trustees, not material. As in previous years; the IAPB has no responsibility for OGS UK work.

2. **IAPB North America Inc. (IAPB NA):** IAPB NA is an independent entity, registered in the USA as a charitable (501c3) organisation with a fully independent trustee board. Although sharing similar name, roots and objectives, IAPB has no control or influence over the decisions of IAPB NA. Some of IAPB's members and donors choose to pass their funds through IAPB NA in order to make their contributions more tax efficient in the USA. IAPB NA then passes these contributions on to IAPB.

In 2011, the total amount of income received by the IAPB via IAPB NA was \$ 254,902, from Merck, the Lavelle Foundation and Shreveport Sees Russia. IAPB reserves the right to use another 501(c)3 vehicle at some stage in the future, should the Trustees so decide.

3. **IAPB Eastern Mediterranean Region (EMR)** shares similar goals to the rest of IAPB but operates more autonomously than other regions, and its financial transactions are not consolidated into the IAPB accounts.

RISK POLICY

The approach approved by the Board in managing risk involves maintaining a risk register which identifies and assesses the main risks facing the charity. The possible impact of each risk is assessed in terms of its significance, likelihood of occurrence, a risk mitigation strategy and the extent to which the mitigation strategy is in place. The Audit Committee has the responsibility for overseeing the policy on behalf of the Trustees and receives regular updated risk profiles from the executive twice a year; The Board reviews the risk register annually.

The audit committee reviewed and in September 2011 the Trustees approved the risk register of IAPB. The principal risk identified related to the financial risk associated with challenges to raise unrestricted income which impacts upon reserve levels as well as the ability to staff the organisation particularly at regional level. Risks associated with the governance of a Membership organisation were also identified and mitigating strategies agreed. The financial risk associated with the need for the 9th General Assembly, planned for September 2012, to at least break even in financial terms was also highlighted.

OBJECTIVES, ACTIVITIES AND PERFORMANCE

The objects for which the charity is established are the relief of blindness and / or handicapped persons. IAPB aims to promote the elimination of avoidable blindness by bringing together governments and non-governmental agencies to facilitate the planning, development and implementation of sustainable national eye care programmes. The promotion



of VISION 2020: The Right to Sight, remains at the core of our work and to this end IAPB has identified in its strategic plan 2009-12 three key areas of work that it focuses upon as its unique contribution to achieving the global initiative and to add value to the work of our Member organisations: advocacy; information and knowledge management; and the promotion of collaborative efforts amongst all IAPB members and VISION 2020 stakeholders.

A. ADVOCACY

IAPB seeks to encourage governments, development agencies, professional bodies and funders to give higher priority to prevention of blindness activities. A significant part of the added-value of the IAPB is that the voice of the IAPB, speaking on behalf of an extensive global membership, is more effective than any single member acting alone. Throughout 2011 IAPB continued to enjoy the support of Optometry Giving Sight (OGS) and The Fred Hollows Foundation (FHF) to fund its advocacy work

World Bank

Much of our advocacy work in 2011 focussed upon fostering greater collaboration with the World Bank in the wider VISION 2020 and eye health agenda – hitherto their input has mainly focussed on the support of onchocerciasis control programmes. As a consequence of this advocacy work there are now three areas of ongoing collaboration between the Bank and IAPB:

- I) Results Based Financing – The Bank funds a number of national governments to provide incentives to service providers to stimulate the quantity and quality of particular health services. Hitherto eye health has not been included in the basket of health services able to access this funding, but as a consequence of high level advocacy and follow up in specific countries it is hoped that pilot projects will be established in Nigeria, Burundi and Ethiopia in 2012. If successful this work could lead to the long term sustainability of eye health services as they become integrated into local health systems.
- II) Two workshops in East Africa were managed by the school health networks of the Africa Union Regional Economic Communities with support from the Partnership for Child Development which is in turn supported in part by the World Bank. IAPB representatives participated in these workshops and were able to introduce the topic of eye health to the school health agenda. These new ideas have been well received and in 2012 we hope to establish a pilot project in Ethiopia. As with the results based financing the ultimate goal is integration of our eye health agenda into a wider health system with a view to long term sustainability and funding.
- III) The World Bank through the Partnership for Child Development has hosted a sequence of high level workshops on uncorrected refractive error in low income countries in which IAPB Members have participated. In 2012 the WB, the Global Partnership for Education, Sightsavers and the Partnership for Child Development will lead an operational research project in Cambodia with an advisory group largely composed of IAPB Members to look at the acceptability and affordability of various types of spectacles in school age children, as a precursor for similar studies elsewhere. If successful the opportunity for scale up is considerable and will help tackle the major cause of disabling visual impairment in the world today.
- IV) IAPB is a member of the International Trachoma Control Initiative and in April 2011 this group launched an extremely important road map, “2020 INSight”, outlining what needs to be done to eliminate trachoma as a blinding disease by 2020. In January 2012 the WB announced its’ commitment to tackling the NTDs, including trachoma. The WB is in active dialogue with ITI, Sightsavers and other IAPB members on how to take this forward.

World Health Assembly

Another area of advocacy focus was with the World Health Organization. At the World Health Assembly meeting in May 2011, IAPB made a statement calling for the extension of the Africa Programme for Onchocerciasis Control (APOC) beyond its current proposed end date of 2015. At the Joint Action Forum meeting in December it was announced that



donors were sympathetic to extending APOC to 2025 to secure the elimination of the transmission of onchocerciasis – an excellent result.

In the latter half of the year our advocacy efforts focussed on the Executive Board of the WHA and preparing for their meeting in January 2012 where progress on WHA Resolution 62.1 “Action Plan for the prevention of global blindness and visual impairment 2009-13” was discussed. Our main objective was to get agreement to the development of a new plan for the period 2014-19 and we were delighted when the Executive Board made the decision to request the WHO secretariat to prepare a new plan. This success was due entirely to the advocacy efforts of IAPB and its members leading up to this meeting.

Resource mobilisation for VISION 2020

In terms of advocacy to attract new funding for VISION 2020 programmes IAPB was delighted when its partner Standard Chartered Bank announced an additional \$63million of funding for eye health work as part of its “Seeing is Believing” programme – bringing the total contribution by the Bank to \$100m between the years 2003 – 2020.

Continued advocacy by the IAPB West Pacific region and our members active in that region secured a further commitment of Aus\$21.5m towards the Australian Governments “Avoidable Blindness Initiative” that will promote VISION 2020 work in countries across the Pacific and East Asia.

Non- Communicable Diseases

IAPB attended WHO pre-meetings in both Moscow and Africa leading up to the UN Meeting on Non-Communicable Diseases (NCD) in New York in September 2011. Our team in Africa had been successful in getting the WHO Africa’s submission to include reference to eye health and the final communiqué from the UN meeting included a specific reference to eye diseases – considerable progress as previously the NCD movement had been largely silent in recognising health conditions beyond the main four identified in the WHO Action Plan for NCDs.

World Sight Day

World Sight Day is the focal event each year to engage member organisations and stakeholders in raising awareness of blindness and visual impairment as global public health issues. In 2011 IAPB members and VISION 2020 stakeholders were encouraged to adopt a theme for World Sight Day that reflected local priorities. This resulted in numerous themes of local relevance and events around the world celebrating the right to sight. Some 151 events were recorded in more than 60 countries around the world, with many events receiving World Sight Day promotional material free of cost from IAPB.

Other advocacy initiatives

IAPB Africa received funding from Sightsavers to develop the advocacy competency of our members and partners in the region and work has commenced on producing an advocacy skills manual and a trainers of trainers manual. This will be supported by a number of advocacy skills training workshops commencing in 2012 and beyond.

IAPB made written contributions to the advocacy work of the “Beyond 2015” group, a civil society coalition focussing on the development of the next generation of Millennium Development Goals. We also attended a meeting of members of the Global Health Workforce Alliance.



B. PROMOTION OF INFORMATION AND KNOWLEDGE

VISION 2020 Workshop Programme

IAPB contracts the International Centre for Eye Health to manage the VISION 2020 workshop programme which has for many years been the cornerstone of sharing good practice and promoting awareness and understanding of VISION 2020. This programme is supported by contributions from CBM, Sightsavers and ORBIS.

IAPB granted \$233,659 supporting a total of 22 workshops attended by some 800 participants.

Research was a prominent theme of the workshop programme in Africa this year. Two workshops in South East Asia (SEA) and Eastern Mediterranean Region (EMR) reviewed the implementation of the WHO action plan for the prevention of avoidable blindness and visual impairment; identified challenges, successes and made recommendations for the final two years of the plan. Workshops have been one mechanism to support the integration of eye care into the broader health system, and in Africa there have been a series of workshops lead by the Africa Primary Eye Care (PEC) group to look at ways to integrate PEC into Primary Health Care (PHC). In WPR the focus remained on China and the development of plans at Provincial level, a total of five Provincial planning workshops were held this year. In Latin America the requests continued to be for Community Eye Health workshops. There were two advocacy type workshops this year, both in Central Africa.

An important meeting with the key donors to review the future of this programme was held and in the future it will be rebranded as the IAPB Learning and Development Programme. The workshops will continue to be at the heart of the programme but in 2012 we will look at adding in new components such as webinars.

IAPB Standard list of Equipment

On World Sight Day 2011 IAPB launched its web based version of the standard list – a major step forward that will make access to this popular catalogue of high quality but affordable equipment, drugs and consumables for eye health programmes much easier for our Members and their partners around the world. By the end of the year there were 162 registered users of the site.

The site was developed by a group of our Members and the next phase of development will consider how by working as a procurement consortium, we can negotiate the most favourable terms from the equipment manufacturers.

IAPB 9th General Assembly

Every four years IAPB holds its General Assembly (GA) and planning for the 9th GA in Hyderabad, India in September 2012 went into full swing in 2011. A Programme Committee has established the scientific content of the meeting – the GA provides a unique opportunity to share latest progress in developing VISION 2020 programmes. A global organising committee, together with a local organising committee at the LVPrasad Eye Institute in Hyderabad, has been working on all the logistics and financing of the GA. By the end of 2011 a total of \$312k had been pledged by sponsors and exhibitors. Negotiations with several other potential donors and exhibitors will increase this significantly in early 2012.

Publications



With the help of the Kilimanjaro Centre for Community Ophthalmology IAPB produced a manual promoting good practice for National Prevention of Blindness Committees and their Coordinators. 1,000 copies were sent through some of its members and the IAPB Regional offices in Latin America, Africa, South East Asia and the Western Pacific to be distributed to National Eye Health Coordinators and managers of eye health programmes.

IAPB also produced Briefing papers on “Diabetes: Key messages”; “UN Agencies and IAPB” and “Blindness and NCDs”

In the course of 2011, 12 issues of an electronic newsletter informing members, stakeholders and interested parties of news items relating to VISION 2020 was distributed to over 3,700 subscribers.

Articles were published in the Ophthalmology Times Europe, Health G20, Community Eye Health Journal, Indian Optician and Public Service Review, in addition to various web-based outlets.

C. WHO COLLABORATION

A key relationship for IAPB is with the World Health Organization. The two organisations are the founding partners of the VISION 2020: The Right to Sight a global initiative, launched in 1999. VISION 2020 has as its objective the elimination of avoidable blindness by the year 2020 and is the key driving force behind IAPB’s activities. IAPB collaborates closely with the Prevention of Blindness and Deafness Unit in the WHO to coordinate strategies in the pursuit of this common objective.

In 2011 the WHO and IAPB jointly conducted a strategic review of VISION 2020 that particularly focussed upon the effectiveness of the partnership between the two organisations. The review steering group, made up of equal numbers from each organisation, canvassed a wide range of views from VISION 2020 stakeholders and subsequently made a number of recommendations that were agreed by each party in the autumn of 2011. A VISION 2020 coordinating group has subsequently been established and has met to identify priority areas for collaboration going forward. A key focus will be how both organisations can share expertise and resources to best deliver on priority activities within the WHA 62.1 “Action Plan for the Prevention of Blindness and Visual Impairment 2009-13.”

After considerable discussion IAPB was able to secure pledges of support from nine of its members to fund WHO staff positions and activities in the WHO Prevention of Blindness & Deafness team in Geneva and the WHO AFRO team, commencing in 2012.

Advocacy work by IAPB West Pacific and Members working in the region finally bore fruit when a focal person for blindness and visual impairment was appointed to the WHO West Pacific Regional Office in the Philippines, with funding from the Australian Government, for two years from mid 2011.

D. PROGRAMME FACILITATION

IAPB’s plays an important programme facilitation role. IAPB is not itself an operational charity, but facilitates and supports other agencies, in particular to help build community-based local capacity wherever possible.

STANDARD CHARTERED BANK’S “SEEING IS BELIEVING” PROGRAMME

“Seeing is Believing” (SiB) remains the largest programme that IAPB manages with Standard Chartered Bank. The Bank raises half the money through its staff fundraising efforts and then matches this from its own resources. In September 2011 at the Clinton Global Initiative (CGI) event Standard Chartered Bank announced its commitment to funding a



further \$63million between 2012 and 2020 (phase V of the programme), bringing its total pledge to \$100million since the programme started in 2003. Under the agreement with Standard Chartered Bank, IAPB identifies VISION 2020 compliant projects among its members as potential recipients of these funds and is responsible for administering the grant. IAPB has a programme facilitation role, advising on key development issues and monitoring and evaluating progress. We were particularly pleased when the Bank announced it would like to continue with IAPB as its coordinating partner throughout the remaining lifetime of the programme and a new MOU will be signed from 1st January 2012 to reflect the significant new funding under IAPB management going forward.

Under this flagship project, distributions of \$113,227 to Phase III and \$5.5million to Phase IV were made in 2011 to 3 phase III and 19 phase IV projects, managed by member organisations in 12 countries in Asia, 5 countries in Africa, and 1 in Latin America. By the end of 2011 Seeing is Believing Phase III projects had delivered eye health services to some 10,341,422 beneficiaries and a further 6,537,720 people benefited from services through phase IV projects.

A successful workshop was held for Phase III projects in January 2011 to capture additional outputs and learning among all partners, Standard Chartered and IAPB. By the end of 2011 all phase III projects were completed and no further disbursements are due under this phase of the programme. The small balance remaining from phase III was transferred into phase IV. By the end of 2011, 22 out of 23 anticipated projects had been authorised and were underway. Phase IV projects will be completed by 2014. Plans are well advanced for distribution of the remaining balances, and formal commitments already made to implementing partners at 31 December 2011 are itemised in note 16 "Grant Commitments" in the financial statements.

In the final quarter of 2011 some 43 expression of Interests were received for the grants that will be made across the 11 countries to be initially funded in Tranche 1 from the phase V of Seeing is Believing. We are currently working with the Bank to identify the successful applications and will commence the development of these into full proposals in early 2012, with the expectation that the initial phase V grants will be made from mid 2012 onwards.

A summary of the programme to 31st December 2011 is shown in the following table:

The IAPB Standard Chartered Bank Seeing is Believing Programme
Income, Expenditure and Commitments (\$000s)

Phase	2011					2010			
	Income Received to date	Committed Income	Grants Distributed	Grants Commitment	Commitment in excess of income received to date	Income Received to date	Committed Income	Grants Distributed	Grants Commitment
III	\$10,000	\$10,000	\$10,000	-	-	\$10,000	\$10,000	\$9,887	\$0.113
IV	\$18,438	\$20,000	\$11,750	\$7,564	1,165	\$12,583	\$20,000	\$6,280	\$12,045

The Trustees are confident that the current excess of commitments made by IAPB ahead of income to be received will be covered by income to be received in the coming years. IAPB is grateful for the commitment of the Standard Chartered Bank to underwrite the full costs committed to projects approved by the SiB Management committee and for which IAPB subsequently develops an MOU with the implementing partner.



CAPACITY BUILDING GRANT FUND (CBGF)

IAPB has been instrumental in establishing a Capacity Building Grant Fund (CBGF) to support organisations with capacity building to help them develop sustainable eye health services. The IAPB managed CBGF is supported by funding from the Dutch Government through the Nederlandse Financierings-Maatschappij Voor Ontwikkelingslanden N.V. ("FMO"), and the Goodman and Lavelle Foundations.

In 2011 grants totalling \$512,166 were made to 8 training institutions that collectively provided capacity building services to 44 eye hospitals. The grants are paid in tranches to the training institutions and under the terms of the MOUs with these institutions IAPB is committed to make a further \$313,115 of grants. A total of \$338,624 was received from FMO (which completes their funding) to the project and \$81,667 from Lavelle. At the end of the year IAPB held \$104,725 in restricted reserves for this project and with up to a further \$216,667 left to claim from Lavelle in 2012 our commitments are more than covered.

In 2011 IAPB continued to provide a consultant to work on the monitoring of the CBGF.

OPTOMETRY GIVING SIGHT (OGS)

In line with agreements made when OGS was first established IAPB acts as a conduit between the global OGS organisation and some of the projects supported by OGS global funding. Distributions to the value of \$144,221 were made in Tanzania in 2011.

E. MEMBERSHIP SERVICES

In January 2011 IAPB recruited its first Membership Manager to focus upon improving our services, communication and relationships with our Members. In the first quarter of 2011 all our Members were invited to participate in a survey seeking their views on current services IAPB provides to its membership and ideas for the future. With a response rate of 37%, the survey indicated that Members were generally satisfied with their membership experience and particularly with the opportunities IAPB membership provided of engaging with VISION 2020: The Right to Sight, the global initiative to eliminate avoidable blindness in collaboration with WHO. The survey also highlighted some areas for improvement, such as clearer circulation of information to members as well as better use of online tools and media.

As a consequence of this feedback we commenced a complete revamping of the IAPB website and the new site will be launched in early 2012. A new newsletter for Members "IAPB FOCUS" was initiated and is now sent every two months to almost 500 subscribers of member organisations. A new online group focusing on resource mobilisation was set up and is now moderated by IAPB Fundraising Manager with around 40 fundraising professionals sharing information and leads on raising resources for eye health.

F. REGIONAL OPERATIONS

IAPB operates through a small HQ team based in London and through various regional centres across the world. The intention is to build up the regional office structure as far as possible to ensure the spread of best practice across the movement. Securing additional funding for our regional work is now the main focus of our income generation activities as lack of capacity at regional level has been identified as a priority risk area within the organisation.



IAPB Africa region continued to benefit from the secondment by CBM of a highly experienced individual to serve as IAPB Regional Director for Africa. In February 2011 a meeting of our Members active in Africa resulted in a new IAPB Business Plan for Africa. A number of our members have come forward to support this plan financially and in addition to the \$140,721 received for 2011, pledges totalling some \$465,459 have been received for the period 2012 to 2014 that will enable a significant ramping up of our activities in this most needy of continents.

IAPB's Latin America region continued to benefit from a significant grant from ORBIS which enables facilitation of workshops, advocacy and sharing of knowledge across the continent. In order to travel more easily around the region, ensure the safety of our staff and to protect ourselves from inflation in Argentina IAPB decided to move the regional office to Miami, Florida. This necessitated us to register in Florida as outlined previously.

In the Western Pacific region, IAPB was pleased to be closely associated with the work that resulted in the increased Australian Government funding to its Avoidable Blindness Initiative (ABI). This supports a consortium of organisations, including some IAPB members, for the delivery of VISION 2020 programmes in the Pacific area. Extremely pleasing was the new pledge made by the Australian Government to support IAPB West Pacific to the tune of \$1,791,000 in 2011 and 2012. As part of the overall agreement with the Australian Government this funding passes through the funding mechanism for the ABI.

The IAPB Board would again like to acknowledge the continued support of His Excellency HRH Prince Abdulaziz Bin Ahmad Bin Abdulaziz Al Saud for the IAPB Eastern Mediterranean Regional Office (EMRO).

In other IAPB regions, Europe, South-East Asia and North America, the Regional Chairs currently operate without direct IAPB executive support. It is planned to develop capacity in each of these regions in accordance with availability of funding. In 2011, IAPB contracted the Prague Eye Centre to deliver a workshop programme and a data collection project for Eastern Europe, supported through a grant from CBM.

G. INCOME GENERATION FOR IAPB

IAPB continued to receive support for its own income generation activities from the invaluable and much appreciated grant made by the Brien Holden Vision institute. The successful efforts of the income generation team in 2011 have been mentioned in preceding sections.

IAPB also acknowledges with thanks a number of Members and Partners that provided Gifts in Kind during the course of 2011 as shown in the following table:

CBM - Staff Secondment	\$ 115,675
International Center for Eyecare Education - Staff Secondment	\$ 14,652
Standard Chartered Bank - Staff Secondment	\$ 44,523
Sightsavers - Standard List Development	\$ 9,884
TOTAL	\$ 184,734

The following table shows pledges of support for future years (2012-14) secured in 2011 by the income generation team and our regional teams:

Income pledged for subsequent years and secured in 2011 (All USD)

Activity	2012	2013	2014	Total
Unrestricted for IAPB				
Management charges	27,778	28,622	29,480	85,880



Sub total	27,778	28,622	29,480	85,880
Restricted for IAPB regions				
West Pacific	1,281,652			1,281,652
Africa	183,430	185,933	96,096	465,459
Latin America	58,000	29,000		87,000
Sub total	1,523,082	214,933	96,096	1,834,111
Restricted for 9th General Assembly	253,819			253,819
Restricted for WHO				
PBD	370,000			370,000
AFRO	170,000			170,000
Sub total	540,000			540,000
Restricted for IAPB Projects				
Workshops + Learning & Development	255,003			255,003
Zeiss training centres	200,000	200,000		400,000
Sub total	455,003	200,000		655,003
Total	2,799,682	443,555	125,576	3,368,813

PLANS FOR THE FUTURE

No major changes are envisaged in the overall strategic aim and objectives of the organisation, although our current strategic plan ends in 2012 and a new plan will be required for the forthcoming years.

An operational plan for 2012 will be produced but the priority areas for the Executive staff will include the following:

The continuation of advocacy efforts with the World Bank to turn the opportunities that exist into tangible country pilot programmes that have the potential to expand and provide longer term sustainable financing for health services. Achieving this at country level will require considerable collaboration with our Members that have a presence in the pilot countries as the detailed programming requires significant local knowledge.

Another key focus will be the preparation of the new WHO Action Plan for the Prevention of Blindness 2014-19 – which we shall seek to develop in collaboration with the WHO. It is anticipated that an advocacy work group of IAPB members will lead on ensuring that the WHA Executive Board that meets in January 2013 are encouraged to support the Plan – this will require considerable contact with key members of the Executive Board in the final quarter of 2012.

An IAPB work group on the Key Performance indicators for VISION 2020 will work with WHO to achieve this priority activity in the WHA 62.1 Action Plan.

Much effort will be devoted to ensuring that the 9th General Assembly “Eye Health: Everyone’s Business” has the major impact intended. The elections for the officers of the Board for the next quadrennial will be made at the time of the Assembly.

The piloting of webinars to enhance the IAPB Learning and Development programme will be explored. The National Prevention of Blindness Committee Manual will be published in French. The new IAPB website will be launched.

We shall continue to seek funding to support the strengthening of the IAPB regions. Strategic planning workshops for both Latin America and Europe are planned in the first half of 2012, from which we hope to develop clear funding proposals for donors. Success in acquiring new funding to support our regions addresses a priority risk area, identified in our risk register.



Developing the eleven country projects and the two major paediatric eye programmes to be supported in the first tranche of the new phase V Seeing is Believing programme will be the focus of considerable activity. With funding from Standard Chartered Bank additional programme staff will be recruited to help coordinate this programme.

Reviewing our income generation strategy and in particular our ability to raise unrestricted funding will be an important part of our risk mitigation strategy and ensure in future years that our reserves return to the desired level and enable future development of IAPB activities.

We shall also introduce a new Governance Charter and conduct a self - audit by the Board of its own effectiveness. These measures in addition to the governance changes made in 2011 will contribute towards mitigating the risk associated with poor governance.

FINANCIAL REVIEW

The financial outcome for 2011 is set out in the Consolidated Statement of Financial Activities on page 23.

In 2011, the IAPB had total income of \$10 million (2010, \$8.3 million). Total expenditure in 2011 was \$9.8 million (2010, \$10.5 million) producing a net surplus of \$167,463.

Restricted Grant income has increased by \$1.9 million, mainly as a result of a particularly successful fundraising year for Seeing is Believing and new regional funding. On Restricted fundraising, IAPB continues to look for new funding opportunities, but will only commit expenditure once funding is secured. The restricted reserves held are for specific programmes and will be released in accordance with grant agreements to partner organisations. In December 2011, 91% of the restricted funds were held for the Seeing is Believing programme (2010: 93%).

In terms of unrestricted funds, membership income decreased by 7% in 2011, it remains the key source of IAPB's unrestricted revenues, providing 95% of the total unrestricted income (2010: 83%). As a consequence, costs have been closely managed and some unrestricted activities have been reduced. The IAPB Board and management remain focused on seeking ways of identifying new unrestricted sources of funding as well as securing funding for core charitable activities previously financed through unrestricted funds.

Programmes expenditure have decreased to \$8 million, (2010, \$ 8.7 million) reflecting the completion of Phase III of Seeing is Believing. The level of grant payable is expected to peak again in 2012 when Phase V is launched. The cost of generating funds has increased following the recruitment of two staff member in 2011. Income generated by this team will be mostly recognised in 2012 through the 9th GA sponsorships. \$147k was spent on Membership services, a new charitable activity launched in 2011.

On the Balance Sheet, the debtor balance at 31st December 2011 is \$0.9 million (2010, \$0.2 million). The increase here is made of a larger Trade Debtors balance following the invoicing of 2012 income in December 2011, a balance held by the local 9th GA organiser on behalf of IAPB as well as an increase in accrued income. The creditors balance remained stable (2011, \$1.3 million vs. 2010, \$ 1.4 million) however it includes a significant increase in deferred income (+\$ 0.6million) relating to the 9th GA sponsorship as well as WHO programme contribution and a reduction in accrued expenditures mainly on the Seeing is Believing Programme.

RESERVES POLICY

The Board of Trustees continues to maintain a level of reserves sufficient to protect the continuity of the charity's work in spite of, and indeed because of, funding uncertainties which necessarily exist in the environment. The level held is



calculated by estimating the extent to which existing commitments and replacement costs of assets are not underwritten by secure future income. In addition, the reserves also include a small sum to cover unforeseen events and expansion opportunities. Reserves are held as Unrestricted funds, in the form of current assets. The Board intends to maintain sufficient reserves at all times to enable its legal commitments to be met in the unlikely event of the charity being wound up.

In the event that reserves exceed the level intended the Board will take steps to ensure that these funds are expended in furtherance of the charity's objects, within a reasonable timeframe. In the event the reserves fall below the level intended, the Board will seek to replenish them, again within a reasonable timeframe.

The level and form of reserves held is reported at each Board meeting. Compliance with the organisation's Reserves Policy is monitored on an on-going basis by the Audit Committee as part of its overview of the charity's management of risk.

The Board has estimated that, given current levels of anticipated activity and income, an appropriate level of net free reserves would be approximately \$0.5 million. The charity's legal commitments are currently estimated to be circa \$0.5 million.

At 31 December 2011, the level of unrestricted funds held was \$0.3 million (2010, \$0.5 million) equivalent to 2.6 months of total unrestricted expenditure (2010: 4months). This is below the desired level of reserves and in accordance with our reserves policy the Board has approved financial plans for 2012 and 2013 that intend to ensure reserve levels recover to \$0.5m by the end of 2013.

INVESTMENT POLICY

The Board of Trustees continues to oversee the investment policy, which remains unchanged. The Board maintains a cautious attitude to risk and continues to ensure that funds required are available to meet operational needs without penalty. It will protect capital rather than maximize return. The Board has not invested funds in any form of equity-based investments. Cash required to finance short-term operational needs is invested in cash and money market-based deposits. The Finance Committee is responsible on behalf of the Board for implementing the investment policy. The level and form of investments held is reported at each Board meeting. Compliance with the policy is reviewed periodically by the Audit Committee as part of its overview of the charity's management of risk.

At the end of the year, total investable funds i.e. cash and short term deposits held by the Trustees were \$ 7.7 million, all held in cash. Given the low levels of interest rates prevailing, the relatively insignificant incremental margins on short term deposits and potential risks elsewhere, the Board resolved to leave money in the Seeing Is Believing accounts in interest bearing current accounts. Given that SCB is committed to raise the entire amount of the pledge of \$100 million in total by the year 2020, the Trustees have taken the view that there is no need to be overly aggressive in the management of these funds as interest earned by both bank and customer all helps to achieve the same goal. The low levels of interest received in 2011 reflect the external environment that interest rates have been consistently low throughout the year.

Both the investment and foreign exchange policies are monitored by the Executive Committee on behalf of the Board.



STATEMENT OF RESPONSIBILITIES OF THE TRUSTEES

The trustees (who are also directors of IAPB for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

THE TRUSTEES

The trustees, who are also Directors under company law, who served during the year and up to the date of this report, and the IAPB member organisation they are nominated by, are shown overleaf.



Trustees / Directors 2011

SN	Name	Nominated by (where applicable)	Date appointed or resigned (where not in post for the full period)
Officers			
1	Christian Garms	Individual	
2	Hugh Taylor	Individual	
3	Adrian Poffley	Individual	
Founding Members			
4	Bruce Spivey	International Council of Ophthalmology	
5	Arnt Holte	World Blind Union	
Category "A" Board Members			
6	Allen Foster	Christoffel-Blindenmission	
7	Abdulaziz AlRajhi	IMPACT-EMRO	
8	Brien Holden	International Centre for Eyecare Education	Re-appointed Mar. 30, 2011
9	Kovin Naidoo	International Centre for Eyecare Education	Resigned Mar. 30, 2011
10	Johannes Trimmel	Light for the World	Re-appointed Sep. 11, 2011
11	Eberhard J. Wirfs	Lions Club International Foundation	Resigned Sep. 11, 2011
12	Sid L. Scruggs III	Lions Club International Foundation	Appointed Sep. 11, 2011
13	Adrian Hopkins	Mectizan Donation Program	Appointed Sep. 11, 2011
14	Patricia Ferguson	Operation Eyesight Universal	
15	Stephen King	Royal National Institute for the Blind	
16	Barbara DeBuono	ORBIS International	Appointed Sep. 11, 2011
17	Robert Walters	ORBIS International	Resigned Sep. 11, 2011
18	Caroline Harper	Sightsavers International	
19	Vanessa Green	Standard Chartered	Resigned Sep. 11, 2011
20	Brian Doolan	The Fred Hollows Foundation	
21	Brien Holden	Vision CRC	Resigned Mar. 30, 2011
22	Serge Resnikoff	Vision CRC	Appointed Mar. 30, 2011
23	Robert Chappell	World Council of Optometry	
Category "B" Representatives, Board Members			
24	Kathy Spahn	Helen Keller International	
25	Danny Haddad	International Trachoma Initiative	



Corporate Board Members	
26	Michael Kaschke Carl Zeiss AG
Regional Chair Board Members	
27	Kovin Naidoo Regional Chair, Africa
28	HRH Prince Abdulaziz Regional Chair, Eastern Mediterranean
	Bin Ahmad Bin Abdulaziz Al Saud
29	Volker Klaus Regional Chair, Europe
30	Rainald Duerksen Regional Chair, Latin America
31	Patricia Ferguson Regional Chair, North America
32	Rabiul Husain Regional Chair, South East Asia
33	Richard Le Mesurier Regional Chair, Western Pacific



EXECUTIVE STAFF

During 2011, day to day management of the charity was delegated by the Trustees to the following senior executives:

Peter Ackland	Chief Executive Officer
Blandine Labry	Financial Controller
Joanna Conlon	Director of Development
Julian Metcalfe	Director of Advocacy

AUDITORS

Crowe Clark Whitehill were appointed as the charity's auditors for 2011, following a tendering process. Crowe Clark Whitehill have indicated their willingness to continue as auditors for the next financial year.

IAPB acknowledges the work and advice received from Sayer Vincent who were IAPB's auditors for the previous seven years.

Approved by the Trustees on *28 March 2012* and signed on their behalf by

Adrian Poffley

A handwritten signature in blue ink, appearing to read 'Adrian Poffley', written over the printed name.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF INTERNATIONAL AGENCY FOR THE PREVENTION OF BLINDNESS

We have audited the financial statements of International Agency for Prevention of Blindness for the year ended 31 December 2011 set out pages 23 to 37.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 December 2011 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.



Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

N. Hashemi

Naziar Hashemi

Senior Statutory Auditor

For and on behalf of

Crowe Clark Whitehill LLP

Statutory Auditor

London

24 May 2012


	Notes	Restricted US\$	Unrestricted US\$	2011 Total US\$	2010 Total US\$
Incoming resources					
<i>Incoming resources from generated funds:</i>					
Voluntary income	2	184,734	9,760	194,494	213,980
Activities for Generating Funds	3	-	12,325	12,325	246,466
Investment income		-	198	198	854
<i>Incoming resources from charitable activities:</i>					
Membership fees		-	1,169,925	1,169,925	1,261,613
Grants and donations	4	8,577,464	-	8,577,464	6,592,232
Other incoming resources	5	28	37,254	37,282	1,456
Total incoming resources		8,762,226	1,229,462	9,991,688	8,316,601
Resources expended					
<i>Costs of generating funds</i>					
IAPB Income Generation		223,717	23,359	247,076	109,510
<i>Charitable activities</i>					
Advocacy		465,818	447,995	913,813	1,148,609
Promotion of Information and Knowledge		237,712	119,169	356,881	394,888
Programme Facilitation		7,409,638	613,931	8,023,569	8,739,079
Membership Services		53,906	93,943	147,849	-
Governance		13,956	121,081	135,037	171,365
Total resources expended	6	8,404,747	1,419,478	9,824,225	10,563,451
Net incoming / (outgoing) resources	8	357,479	(190,016)	167,463	(2,246,850)
Transfer between funds		(5,061)	5,061	-	-
Net movement in funds		352,418	(184,955)	167,463	(2,246,850)
Total funds brought forward		6,658,949	503,483	7,162,432	9,409,282
Total funds carried forward	15	7,011,367	318,528	7,329,895	7,162,432

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.



	Note	Group		Charity	
		2011 US\$	2010 US\$	2011 US\$	2010 US\$
Fixed assets					
Tangible fixed assets	11	5,826	4,557	5,826	4,557
Total Fixed assets		<u>5,826</u>	<u>4,557</u>	<u>5,826</u>	<u>4,557</u>
Current assets					
Debtors	12	919,407	246,917	719,136	246,917
Cash at bank and in hand		<u>7,724,135</u>	<u>8,317,885</u>	<u>7,724,135</u>	<u>8,317,885</u>
Total Current assets		<u>8,643,542</u>	<u>8,564,802</u>	<u>8,443,271</u>	<u>8,564,802</u>
Liabilities					
Creditors: amounts due within one year	13	<u>1,319,473</u>	<u>1,406,927</u>	<u>1,119,178</u>	<u>1,406,927</u>
Net current assets		<u>7,324,069</u>	<u>7,157,875</u>	<u>7,324,093</u>	<u>7,157,875</u>
Net assets		<u>7,329,895</u>	<u>7,162,432</u>	<u>7,329,919</u>	<u>7,162,432</u>
Funds					
Restricted funds		<u>7,011,367</u>	<u>6,658,949</u>	<u>7,011,367</u>	<u>6,658,949</u>
Unrestricted funds		<u>318,528</u>	<u>503,483</u>	<u>318,552</u>	<u>503,483</u>
Total funds	15	<u>7,329,895</u>	<u>7,162,432</u>	<u>7,329,919</u>	<u>7,162,432</u>

Approved by the trustees and signed on their behalf by:


 ADRIAN POFFLEY
 28 March 2012

	2011 US\$	2010 US\$
Net cash (outflow) / inflow from operating activities	(586,172)	(1,722,692)
Capital expenditure and financial investment		
Fixed asset additions	<u>(7,578)</u>	<u>(5,560)</u>
Cash inflow before management of liquid resources	(593,750)	(1,728,252)
Decrease in short term deposits	-	-
(Decrease) / Increase in cash in the period	<u>(593,750)</u>	<u>(1,728,252)</u>
Reconciliation of net incoming resources to net cash flow from operating activities		
Net incoming resources	167,463	(2,246,850)
Non-cash items:		
Depreciation	6,309	13,596
Changes in working capital:		
(Increase)/decrease in debtors	(672,490)	111,519
Increase/(decrease) in creditors	<u>(87,454)</u>	<u>399,043</u>
Net cash (outflow) / inflow from operating activities	<u>(586,172)</u>	<u>(1,722,692)</u>

	At 1 January 2011 US\$	Cash flow US\$	At 31 December 2011 US\$
Analysis of cash			
Cash at bank and in hand	<u>8,317,885</u>	<u>(593,750)</u>	<u>7,724,135</u>
Total cash and liquid resources	<u>8,317,885</u>	<u>(593,750)</u>	<u>7,724,135</u>

1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the SORP, Statement of Recommended Practice, Accounting and Reporting by Charities (issued in March 2005).

The accounts are shown in US\$ as historically this has been the original currency of most transactions.

After making enquiries, the trustees have reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly they continue to adopt the going concern basis in preparing the financial statements as outlined in the Financial Review on page 14.

Group accounts have been prepared for International Agency for the Prevention of Blindness and its wholly owned subsidiary company, IAPB Trading Limited, in accordance with the requirements of SORP 2005. The accounts have been consolidated on a line by line basis to include the results of IAPB Trading Limited. The results of IAPB Trading Limited are shown on Note 17. In accordance with the Companies Act 2006, no individual statement has been prepared for the parent company, International Agency for the Prevention of Blindness.

2010 accounts were not consolidated and therefore were for the Charity only.

IAPB Trading Ltd was registered in November 2011, the principal activities of the company are the receipt of corporate sponsorship, sale of exhibition space and advertising. The taxable profit is gift aided to IAPB.

Income and expenditure incurred by the regional offices have been consolidated into the accounts under the relevant headings.

- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable. Volunteer time is not included in the financial statements.
- c) Some countries where Standard Chartered Bank (SCB) fundraise for the Seeing Is Believing programme prohibit the transfer of funds outside of their country. The funds remain under SCB control until IAPB request that funds are transferred to a partner organisation within the same country and this request is accepted by the bank. It is at this point that income and the associated expenditure are recognised in the accounts.
- d) Foreign exchange gains are recorded as other income in the Statement of Financial Activities and losses as a support cost of the relevant activity category.
- e) Grants are recognised in full in the statement of financial activities in the year in which they are receivable, unless they relate to a specific future period, in which case they are deferred. Membership fees are recognised in the financial statements in line with the period in which members are entitled to benefits. Membership fees received in advanced are deferred.
- f) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered. Support costs are allocated across charitable activities on the basis of staff time (including staff time recharged by other organisations) spent on each activity.

The costs of generating funds relate to the costs incurred by IAPB in raising funds for its charitable work, including the costs incurred in producing materials for promotional activities and the staff costs involved in these activities and allocated support costs.

Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements, including audit fees.

- g) Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Computer equipment	33% per annum
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Items of equipment are capitalised where the purchase price exceeds \$500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities.

- h) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.
- i) Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity.
- j) Grants payable are charged to the SOFA in accordance with the terms and conditions attached to the individual grant agreements. Such grants are recognised as expenditure when the conditions attached are fulfilled - generally as money is requested by the grant recipient. Grants offered subject to conditions which have not been met at the year end are noted as a commitment and detailed in note 16, but not as accrued as expenditure.
- k) Regional costs were expended on an accruals basis and unspent balances held by regions at the end of the year were treated as cash.
- l) Monetary assets and liabilities in foreign currencies are translated into US dollars at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into US dollars at the average rate of exchange prevailing in the month prior to the invoice (i.e. transaction) date.
- m) Gifts in kind represent assets donated for distribution or use by the charity, or services provided to the charity. Assets given for distribution are recognised as incoming resources only when distributed. Assets or services given for use by the charity are recognised when receivable. Gifts in kind are valued at the amount actually realised from the disposal of the assets or at the price the charity would otherwise have paid for the assets or services.
- n) IAPB offers UK staff a stakeholder pension fund, alternatively contributions can also be paid into a pension fund of their choice. The pension cost charge shown under staff expenditure represents contributions paid and payable in the year. The assets of the scheme are independent from IAPB and IAPB has no additional liability other than for the payment of those contributions.

2. Voluntary income

	Restricted US\$	Unrestricted US\$	2011 Total US\$	2010 Total US\$
Donations		9,760	9,760	9,435
Gifts in kind	184,734	-	184,734	204,545
Total	184,734	9,760	194,494	213,980

3. Activities for Generating Funds

	Restricted US\$	Unrestricted US\$	2011 Total US\$	2010 Total US\$
Sponsorship Income Countdown Event	-	-	-	223,150
Advertising Standard List	-	-	-	12,482
Eye Fund Service Fee	-	12,325	12,325	10,834
Total	-	12,325	12,325	246,466

4. Grants and donations receivable

	Restricted US\$	Unrestricted US\$	2011 Total US\$	2010 Total US\$
Standard Chartered Bank: Seeing is Believing	5,956,774	-	5,956,774	5,000,213
AUSaid	778,784	-	778,784	141,508
ORBIS International	350,420	-	350,420	182,397
Nederlandse Financierings-Maatschappij Voor Ontwikkelingslanden N.V. (FMO)	338,624	-	338,624	211,520
Optometry Giving Sight (OGS)	244,221	-	244,221	265,000
CBM	217,018	-	217,018	200,399
Brien Holden Vision Institute	200,000	-	200,000	200,000
Sightsavers	200,000	-	200,000	105,000
Fred Hollows Foundation (FHF)	125,221	-	125,221	116,700
Lavelle Fund for the Blind	81,667	-	81,667	90,000
European Commission	-	-	-	25,495
Operation Eyesight Universal (OEU)	20,000	-	20,000	5,000
Shreveport Sees Russia	50,235	-	50,235	-
Other regional grants and donations (under \$10,000)	14,500	-	14,500	49,000
Total	8,577,464	-	8,577,464	6,592,232

5. Other

Exchange Gains	28	35,616	35,644	-
Other	-	1,638	1,638	1,456
Total	28	37,254	37,282	1,456

6. Analysis of charitable expenditure and governance

Costs Type	IAPB Income Generation		Advocacy		Promotion of Information and Knowledge		Programme facilitation		Membership Services		Support costs		Governance		2011 Total		2010 Total		
	US\$		US\$		US\$		US\$		US\$		US\$		US\$		US\$		US\$		
Grants payable (note 7)			313,725		6,801,676												7,115,401		8,151,073
Staff costs (note 9)	170,078		335,140		404,911		197,295		66,462		142,591		41,141		1,357,618		1,110,003		1,110,003
Travel & meetings	6,041		84,330		123,095		47,643		6,895		13,395		44,452		325,851		291,517		291,517
Events and Conferences	-		2,256		58,426		742		-		-		6,826		68,250		152,940		152,940
Website & IAPB News							8,221		43,858						52,078		33,034		33,034
External consultancy			22,684		447,716		968		-		54,257		1,665		527,289		245,027		245,027
Legal and professional	5,075										32,005				37,080		17,423		17,423
Bank and Finance charges	24										27,607				27,631		9,779		9,779
Office costs	13,248		35,427		42,826		24,587		11,706		69,399		8,129		205,322		143,061		143,061
Promotional Materials	4,642		25,494		2,420		21,726		73		-				54,355		157,045		157,045
Audit and accountancy					1,526						3,752		21,135		22,661		23,066		23,066
Bad Debt															3,752		17,700		17,700
Exchange losses					26,935										26,935		211,783		211,783
	199,108		819,056		7,909,531		301,182		128,994		343,006		123,348		9,824,225		10,563,451		10,563,451
Support costs	47,968		94,757		114,038		55,699		18,855		(343,006)		11,689		-		-		-
Total	247,076		913,813		8,023,569		356,881		147,849		-		135,037		9,824,225		10,563,451		10,563,451
Share of total	3%		9%		82%		4%		2%				1%						

Note that analysis of total resources expended in 2010 has been restated to include foreign exchange losses. The Resource Mobilisation activity previously listed in 2010 has been included in the Advocacy activity in 2011

7. Grants to other organisations

As part of its work IAPB provides financial and other support to other organisations in the developing world working towards the same goal. Such grants may be funded from restricted or unrestricted income. Grants paid were as follows:

	Seeing is Believing	Capacity Building Grants*	WHO Collaboration	Workshops	OGS Project	Research	2011 US\$	2010 US\$
Sightsavers	1,479,977						1,479,977	1,161,602
Operation Eyesight Universal (OEU)	878,717						878,717	162,542
CBM	824,672						824,672	1,721,997
International Centre for Eyecare Education (ICEE)	420,647				144,221		564,868	967,438
Fred Hollows Foundation (FHF)	540,490						540,490	755,019
Helen Keller International (HKI)	445,601		17,500				463,101	1,101,191
ORBIS International	377,825						377,825	609,097
Right to Sight	359,526						359,526	344,444
World Health Organisation (WHO)			296,225				296,225	297,085
Impact EMR	285,558						285,558	-
London School of Hygiene and Tropical Medicine		199,927		233,659			233,659	325,477
Royal Australian and New Zealand College of Ophthalmology	4,174	183,500					199,927	-
The Lions Aravind Institute of Community Ophthalmology							187,674	213,500
Prague Eye Hospital				54,631		28,213	82,844	47,107
LV Prasad Eye Institute		72,137					72,137	140,000
Kilimanjaro Center for Community Ophthalmology (KCCO)		50,000					50,000	50,000
SEVA		66,667					66,667	50,000
Shri Sadguru Seva Sangh Trust (SNC)	11,672	54,289					65,961	17,134
Lumbini Eye Institute		41,238					41,238	41,284
Al Noor Magrabi Foundation		25,000					25,000	25,000
Zhonghsan Ophthalmic Center (ZOC)		19,335					19,335	-
Dr Shroff's Charity Eye Hospital							-	77,812
Kilimanjaro Christian Medical Center							-	32,732
Vivekananda Mission Asram Netra							-	25,000
Visualiza							-	20,000
Venu Charitable Society							-	-
Other							-	15,612
	5,628,859	712,093	313,725	288,290	144,221	28,213	7,115,401	8,201,073



8. Net incoming resources for the year

This is stated after charging:

	2011 US\$	2010 US\$
Depreciation	6,309	13,596
Trustees remuneration	-	-
Trustees expenses	65,178	63,585
Auditors remuneration :		
Charity audit	22,162	22,781
other regional audit work	499	
	<u>22,661</u>	<u>22,781</u>

Reimbursed expenses above relate to the reimbursement of 7 trustees (2010:7) for travel, accommodation and subsistence costs.

9. Staff costs and numbers

Staff costs were as follows:

	2011 US\$	2010 US\$
Salaries and wages	734,352	478,659
Social security costs	65,271	48,859
Pension	68,895	13,741
Contractors and consultants	478,488	545,543
Other staff costs	10,612	23,201
	<u>1,357,618</u>	<u>1,110,003</u>

	2011	2010
Employees earning between		
\$110,000 - \$120,000	2	-
\$150,000 - \$160,000	1	1

Owing to the diverse nature of the organisation and its international presence, IAPB uses the services of contractors and consultants to supplement its core staff. In this regard, there were a variety of legal engagements, depending on various factors such as location, role, need for flexibility etc. The figures shown above as salaries and wages reflect those staff employed directly by the IAPB in London, in the USA and Cameroon on IAPB contracts. Other personnel, to all intents and purposes part of the IAPB core team although not on a direct IAPB staff employment contract, are included as contractors, consultants and other staff. The FTE figure below includes the effective number of people involved in overall IAPB global operations.



Full Time Equivalent (FTE)	2011	2010
IAPB Income Generation	1.9	0.4
Communications	2.8	2.8
Programme	4.1	3.7
Advocacy (incl resource mobilisation in 2010)	2.6	3.1
Support	2.5	2.1
Membership Services	0.7	0.0
Governance	0.4	0.6
Total	15.0	12.7

IAPB has seconded 5 staff from different organisations in order to deliver a number of outcomes. These arrangements do not constitute any form of liabilities to the IAPB (see note 15 for specific project details)

10. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11. Tangible fixed assets: Group and Charity

	Total US\$
Cost	
At 1 January 2011	36,036
Additions during the year	7,578
Disposal during the year	-
At 31 December 2011	<u>43,614</u>
Depreciation	
At 1 January 2011	31,479
Charge for the period	6,309
Disposal during the year	-
At 31 December 2011	<u>37,788</u>
Net book value	
At 31 December 2011	<u>5,826</u>
At 31 December 2010	<u>4,557</u>

All fixed assets held are classified as IT equipment.

12. Debtors: amount due within one year

	Group		Charity	
	2011 US\$	2010 US\$	2011 US\$	2010 US\$
Trade Debtors	545,268	105,383	344,973	105,383
Accrued income	215,043	62,096	215,043	62,096
Prepayments	57,180	78,711	57,180	78,711
9th GA Local organiser	101,916	-	101,916	-
Other Debtors	-	727	24	727
	<u>919,407</u>	<u>246,917</u>	<u>719,136</u>	<u>246,917</u>

Trade Debtors include grant and membership invoices due as at 31 December 2011.

Group Trade Debtors also include \$200,295 9th GA sponsorship income held in the trading subsidiary.

13. Creditors: amounts due within one year

	Group		Charity	
	2011 US\$	2010 US\$	2011 US\$	2010 US\$
Trade creditors	42,113	103,121	42,113	103,121
Accruals	391,682	1,092,051	391,682	1,092,051
Deferred income	823,069	177,861	617,524	177,861
Other creditors	62,609	33,894	67,859	33,894
	<u>1,319,473</u>	<u>1,406,927</u>	<u>1,119,178</u>	<u>1,406,927</u>

Group Deferred Income movements in the year:

	2010	Release from previous year	Addition	2011
Membership	177,861	177,861	73,320	73,320
WHO 2012 programme funding			540,000	540,000
9th GA 2012 Sponsorship and entry fees			209,749	209,749
	<u>177,861</u>	<u>177,861</u>	<u>823,069</u>	<u>823,069</u>

Deferred Income include \$205,545 of 9th GA sponsorship held in the trading subsidiary

14. Analysis of Group net assets between funds

	Restricted funds US\$	General funds US\$	Total funds US\$
Tangible fixed assets	-	5,826	5,826
Net Current Assets	7,011,367	312,702	7,324,069
Group net assets at the end of the year	<u>7,011,367</u>	<u>318,528</u>	<u>7,329,895</u>

15. MOVEMENTS IN FUNDS

	At the start of the year US\$	Incoming Resources US\$	Outgoing Resources US\$	Exchange (loss) /gain US\$	Transfers between funds	At the end of the year US\$
<u>Programme Facilitation</u>						
Standard Chartered - Seeing is Believing Phase IV	6,079,530	5,855,045	5,531,651	(26,935)	19,588	6,395,577
Standard Chartered - Seeing is Believing Phase III	137,448		113,227	10	(24,231)	-
Standard Chartered - Seeing is Believing Support	-	146,250	145,832		(418)	-
Lavelle Fund for the Blind, Richard Goodman and FMO - Capacity Building Grant Fund	217,600	420,291	533,166	-	-	104,725
CBM/ORBIS/SS V2020 workshops		272,100	235,414	-	-	36,686
OGS- Refractive error grant	-	144,221	144,221	-	-	-
<u>Governance</u>						
CBM - President Travel grant	380	13,576	13,956	-	-	-
<u>Membership Services</u>						
HKI/FHF/LFW/Orbis/CBM/SS- Online Standard List	-	52,884	29,145	-	-	23,739
<u>Advocacy</u>						
OGS / FHF- Advocacy	26,806	200,000	226,806	-	-	-
<u>Income Generation</u>						
Brien Holden Vision Institute -Capacity Building Income Generation	62,791	200,000	248,479	-	-	14,312
<u>Europe</u>						
CBM - Eastern Europe Courses	-	68,913	54,631	-	-	14,282
CBM - VISION2020 Data Collection	28,636	-	28,654	18	-	-
Shreveport Sees Russia - Workshop	-	50,235	6,203	-	-	44,032
<u>Latin America</u>						
CBM - Regional Coordinator Support	-	10,348	10,348	-	-	-
Orbis - Human Resources Development	9,809	278,502	288,311	-	-	-
<u>Western Pacific</u>						
AUSAID - IAPB Western Pacific	-	778,784	531,615	-	-	247,169
<u>Africa</u>						
CBM / ICEE - Regional Coordinator and Administrator Secondment	-	130,328	130,328	-	-	-
SS/ICEE/FHF/CBM - Regional strategic Implementation	-	135,721	94,238	-	-	41,483
Vision for Africa	53,503	5,000	-	-	-	58,503
EU - HR Programme	25,495	-	6,296	-	-	19,199
Orbis- Database	8,799	-	5,291	-	-	3,508
FHF - Workshop	2,347	-	-	-	-	2,347
Eastern Region IAPB Meeting	5,805	-	-	-	-	5,805
Total restricted funds	6,658,949	8,762,198	8,377,812	(26,907)	(5,061)	7,011,367
Unrestricted funds:						
General funds	503,483	1,193,846	1,419,478	35,616	5,061	318,528
Total funds	7,162,432	9,956,044	9,797,290	8,709	-	7,329,895

16. Grant commitments

Commitments arising from grants offered prior to the year end but subject to conditions which have not been met at the year end were as follows:

	2011	2010
	US\$	US\$
Seeing is Believing Phase IV		
Sightsavers (SS)	2,863,465	4,313,233
CBM	1,219,620	1,084,412
Helen Keller International (HKI)	811,304	1,256,905
Impact-EMR	714,350	978,000
ORBIS International	616,561	994,386
Fred Hollows Foundation (FHF)	433,381	973,871
International Centre for Eyecare Education (ICEE)	379,153	776,507
Right to Sight (RtS)	294,147	653,673
Operation Eyesight Universal (OEU)	232,864	1,111,581
Shri Sadguru Seva Sangh Trust	-	11,672
The Lions Aravind Institute of Community Ophthalmology	-	4,174
Dr Shroff	-	23
Total Seeing is Believing	7,564,845	12,158,437
Capacity Building Grant		
LV Prasad Eye Institute	85,263	112,400
SEVA Foundation	66,667	54,325
The Lions Aravind Institute of Community Ophthalmology	100,520	168,833
Visualiza	20,000	20,000
Vivekananda Mission Asram Netra Niramay Niketan	25,000	25,000
Zhongsan Ophthalmic Center (ZOC)	15,665	-
Kilimanjaro Center for Community Ophthalmology	-	50,000
Lumbini Eye Institute	-	41,283
Al Noor Magrabi Foundation	-	25,000
Total Capacity Building Grant	313,115	496,841
Total Commitments	7,877,960	12,655,278

17. Subsidiary Undertakings

IAPB owns the whole of the issued share capital of IAPB Trading Ltd, a company which was set up to receive sponsorships. The Trading subsidiary was registered in November 2011 and its first accounting period runs to 31st December 2012.

Interim Profit and Loss

	2011
	US\$
Turnover	-
Cost of Sales	-
Overheads including intercompany Service Charges	7,702
	<u>27,343</u>
Total expenses	35,045
Loss for the period	(35,045)

For the two months of trading in 2011, the trading subsidiary incurred expenditure that generated a total of \$205,545 sponsorship income which has been deferred to 2012 (see note 13).

At 31 December 2011, the total assets of IAPB Trading Limited were \$200,295 and the total liabilities were \$235,340.

18. Related parties

IAPB member organisations are among the donors to the charity and in some cases are also paid funds in furtherance of IAPB's objects. Such transactions are made in accordance with the charity's conflicts of interest policy. The trustees nominated by those member organisations, and the amounts received from/paid to their related member organisations are as follows:

Trustee

	2011	2011	2010	2010
	US\$ Amount Received/due	US\$ Amount paid	US\$ Amount Received/due	US\$ Amount Paid
<u>Dr. Caroline Harper / Dr. Robert Chappell / Mr. Stephen King / Mr. Adrian Poffley</u>				
Sightsavers (SS)	209,884	1,479,977	105,000	1,161,60
<u>Ms. Patricia Ferguson</u>				
Operation Eyesight Universal (OEU)	20,000	878,717	5,000	162,54
<u>Prof. Allen Foster / Dr. Rainaldo Duerksen / Dr. Adrian Hopkins</u>				
CBM	332,694	824,672	323,303	1,721,99
<u>Prof. Brien Holden / Prof. Kovin Naidoo</u>				
International Centre for Eyecare Education (ICEE)	14,652	564,868	36,912	967,43
<u>Mr Brian Doolan</u>				
Fred Hollows Foundation (FHF)	109,500	540,490	116,700	755,01
<u>Ms. Kathy Spahn / Prof. Dr. Bruce Spivey</u>				
Helen Keller International (HKI) (including APOC coordination \$17,500)	5,000	463,101	5,000	1,101,19
<u>Barbara De Buono</u>				
ORBIS International	350,420	377,825	182,397	609,09
<u>Prof. Allen Foster</u>				
London School of Hygiene and Tropical Medicine (LSHTM) / International Centre for Eye Health (ICEH)	-	233,659	-	325,47
<u>Dr. Rainaldo Duerksen</u>				
Fundacion Vision	-	80,779	-	
<u>Prof. Brien Holden / Mr Christian Garms / Dr. Robert Chappell/ Ms Patricia Ferguson</u>				
Optometry Giving Sight (OGS)	244,221	-	265,000	
<u>Prof. Brien Holden / Prof. Serge Resnikoff</u>				
Brien Holden Vision Institute	200,000	-	200,000	
<u>Mr. Johannes Trimmel</u>				
Light for the World	9,500	-	9,000	
<u>Ms Kathy Spahn</u>				
International Agency for the Prevention of Blindness - North America (IAPB - NA)	254,902	-	240,000	

The Charity has taken advantage of the exemptions under FRS8 not to disclose balances with or transactions between group entities eliminated on consolidation other than as disclosed in note 17.

19. Funds held as a custodian for Optometry Giving Sight (OGS)

IAPB continues to hold the following funds on behalf of Optometry Giving Sight (OGS). IAPB administer the OGS bank account on that organisation's behalf. Optometry Giving Sight UK is incorporated in its own right since July 2011, however IAPB will continue to administer its fundraising bank account for convenience.

	2011	2010
	US\$	US\$
Funds held on behalf of OGS at 31 December		
Cash at bank	138,544	97,205
Amounts owed to IAPB	-	(727)
Amounts due by IAPB	3,779	-
Funds held for OGS	<u>142,323</u>	<u>96,478</u>