

# IEF INTERNATIONAL EYE F O U N D A T I O N

2020

Vision for all in the age of COVID-19



## ANNUAL REPORT FY 2019–2020





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# MESSAGE FROM THE CHAIR AND PRESIDENT



Allen E. Beach  
*Chair, Board of Directors*

Victoria Sheffield told her friends, “I want to make it to 2020!” We’ve been anxiously waiting to celebrate our achievements in the *VISION2020: The Right to Sight* initiative. Victoria retired on June 30, 2020, after 30 years as our President and CEO. Including her five years from 1979-1983, three of which she lived and worked in Kenya with IEF’s Kenya Rural Blindness Prevention Program, Victoria gave 35 years to IEF altogether.

IEF has been a leader in the global eye health community since its founding in 1961. Whether it is international eye banking or addressing cataract, trachoma, onchocerciasis, vitamin A deficiency and child blindness, IEF’s programs throughout the world have made an impact. Working closely with local eye health organizations and Ministries of Health and Education, we have helped local partners save the sight of millions trained tens of thousands of eye health professionals, and built capacity for self-sufficiency at eye hospitals throughout Africa, Asia, Latin America/Caribbean, the Middle East and Eastern Europe.



Victoria M. Sheffield  
*President & CEO*

IEF joined with over 150 of the world’s leading eye health organizations, including the World Health Organization and the International Agency for Prevention of Blindness (IAPB) where Victoria served as Vice President, to tackle the BIG challenges. Trachoma, the most common communicable eye disease known since ancient Egyptian times, is now no longer the world’s leading cause of blindness. Vitamin A deficiency, which not only took children’s sight but their lives, is no longer the world’s leading cause of child blindness. And onchocerciasis (river blindness) is no longer the leading cause of blindness in working-age adults, especially in Africa.

None of this could have been possible without our dedicated donors, who include the many listed in this report, and the tens of thousands who have supported us since 1961. We are especially grateful to the US Agency for International Development (USAID), the Lavelle Fund for the Blind, and the Alcon Foundation for their major support of our programs.



John Harry King, Jr., MD  
1910–1986  
*Founder*

The COVID-19 pandemic has disrupted our celebration, causing IEF and our partners to pivot to emergency services, utilizing telehealth strategies and treating patients utilizing COVID-19 risk-mitigation protocols to protect our staff and our patients. IEF’s staff, both here and abroad, are passionate about our work and dedicated to our mission. Under the leadership of IEF’s new President and CEO, John Barrows, we know that IEF is in good hands.

We have much to be proud of in reducing the rates of blindness around the world, even with a growing and aging population, but we cannot be complacent. We continue on in new and innovative ways so that our world will become a healthier place for those at risk of blindness.

# MISSION

Our mission is to eliminate preventable and treatable blindness by increasing affordability and access to quality, comprehensive and sustainable eye health services for everyone, especially the poor, around the world.

## Milestones at WHO and the UN



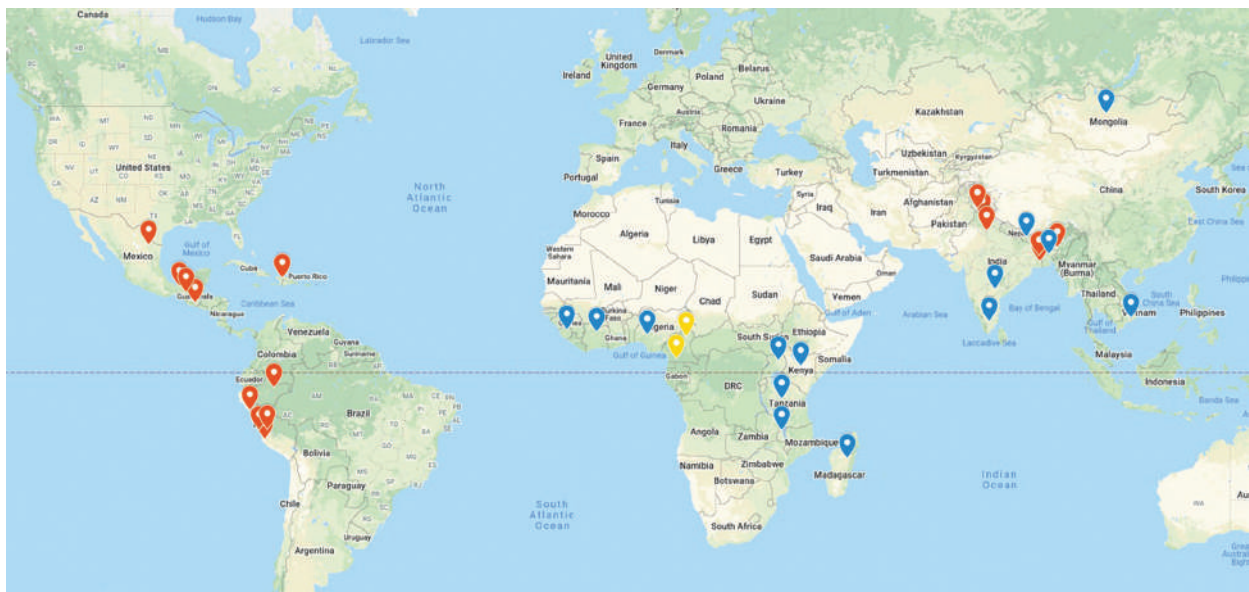
The World Health Organization (WHO) launched its first-ever *World report on vision* at WHO headquarters in Geneva on World Sight Day, October 10, 2019. The report states: “At present at least 2.2 billion people around the world have a vision impairment, of whom at least 1 billion have a vision impairment that could have been prevented or is yet to be addressed.”



The UN General Assembly in New York approved its first-ever resolution on eye health, *Vision for Everyone*, calling on its 193 member nations to ensure access to eye care by 2030, which would contribute to a global effort to help at least 1.1 billion people with vision impairment who currently lack eye services. IEF friend and colleague H.E. Aubrey Webson (UN ambassador from Antigua and Barbuda) and blind himself, was behind this initiative to bring the world's attention to the importance of eye health as it relates to the UN's Sustainable Development Goals. Photo: IEF's Victoria Sheffield with Amb. Aubrey Webson



## Where We Work



**Blue:** IEF sustainability programs; **Yellow:** IEF “river blindness” programs; **Red:** USAID Child Blindness Program locations

# A YEAR OF CHALLENGES AND TRANSITION



I retired on June 30, 2020, staying on an extra three months until we could figure out what in the world COVID-19 was and how it would affect our programs. Together with IEF's Board of Directors and our overseas partners, we found our way through the challenges of the 21st century. We, like everyone, became expert in holding international virtual meetings and conferences, often meeting with many more individuals than we did in person. We leaned in on our mission, what we have achieved over the past 60 years and our relationships with colleagues around the world. It's hard to believe that 35 years have passed, and I'm grateful for the opportunity to stay on as a consultant and Senior Technical Advisor to USAID's Child Blindness Program. My six-year term as Vice President of the International Agency for the Prevention of Blindness ended in April 2021, and I'll remain as Vice Chair of the International Pediatric Ophthalmology and Strabismus Council's Advisory Board and a member of the Board of Directors of VISION2020/USA, so I will remain active in this wonderful and impactful eye health sector. I am grateful to all those who encouraged me throughout my career, especially everyone at IEF! –Victoria M. Sheffield



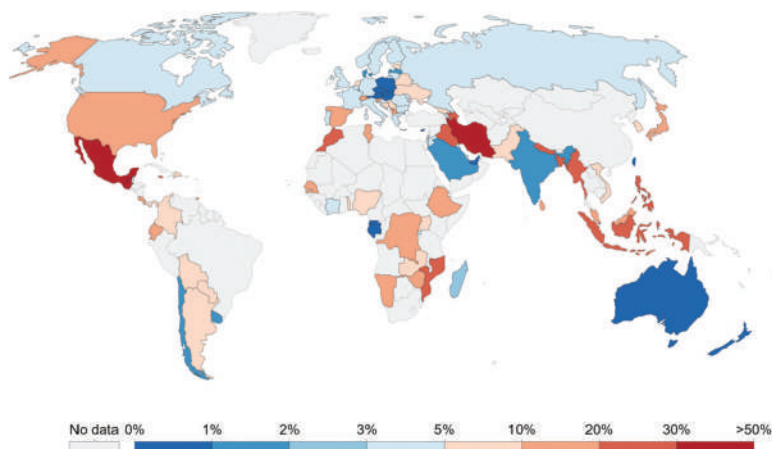
I joined IEF in 1989 after spending six years working with health and development agencies in Malawi, southern Africa, where I developed a passion for public health. Improving health outcomes starts with families and communities, interventions that work, responsive health systems, building capacity for self-reliance and sustainability, true partnerships, and commitment. IEF has made these principles part of every program over the past 30 years—whether this is tackling blinding malnutrition due to vitamin A deficiency, onchocerciasis control programs, strengthening pediatric eye care, or building capacity for self-sufficiency of eye hospitals and clinics. The next decade sees us looking forward to a future of accessible, affordable, and quality eye care for all. –John M. Barrows

## COVID-19

The year 2020 was like no other in our lifetime! The COVID-19 pandemic emerged and our annual planning needed to change drastically. IEF immediately began working with our partners to understand the scope of the problem and ensure there were additional personal protective equipment (PPE) and guidelines in place to safeguard personnel, patients, and beneficiaries.

Weekly and monthly virtual meetings were held with partners and donors around the world to share experiences and practical actions to mitigate the impact of COVID-19. We pivoted to telemedical consultations, invested in local vision centers and infrastructure closer to communities in need, and adapted training using online formats. The global crisis revealed how we could collectively respond with compassion and challenge ourselves to work better and smarter.

The share of COVID-19 tests that are positive  
The daily positive rate, given as a rolling 7-day average.



Source: Official data collated by Our World in Data – Last updated 17 August 2021, 11:20 (London time)  
Note: Comparisons of testing data across countries are affected by differences in the way the data are reported. Daily data is interpolated for countries not reporting testing data on a daily basis. Details can be found at our Testing Dataset page  
[OurWorldInData.org/coronavirus](https://OurWorldInData.org/coronavirus) • CC BY



# PREVENTION AND PUBLIC HEALTH

## USAID Child Blindness Program

### Preventing childhood blindness to save sight for a lifetime

USAID funds programs that save the sight of vulnerable children around the world. IEF is proud to be the Technical Advisory Group (TAG) to the Child Blindness Program (CBP) under a subcontract with Integrative Sciences LLC (IntSci), assisting 47 awards to 23 organizations in 18 countries represented across Asia, Africa, Europe and Eurasia, and Latin America and the Caribbean.



CBP grants funds for innovative programs to build capacity for examining infants in neonatal intensive care units, eye screening for preschool and school-aged children, medical treatment, eye surgery and follow-up care, eye glasses, training for pediatric eye care personnel, diagnostic equipment, and low-vision aids and services for blind and visually-impaired children.



All programs address cross-cutting strategies to promote gender equity, strengthen effective referral and follow-up pathways, document compliance with treatment and eyeglasses, promote evidence-based strategies and adoption of preferred practices, and build capacity, management and sustainability.



The TAG contributes to the program's Learning Agenda and the monitoring and evaluation portion of the program. The TAG and CBP are organizing a series of webinars, site visits, and partners meetings that address cross-cutting themes related to CBP's knowledge and learning objectives. The learning gained from the webinars, site visits, and partners meetings enhance CBP's contribution to USAID's global effort to expand access and improve knowledge and achieve learning objectives.



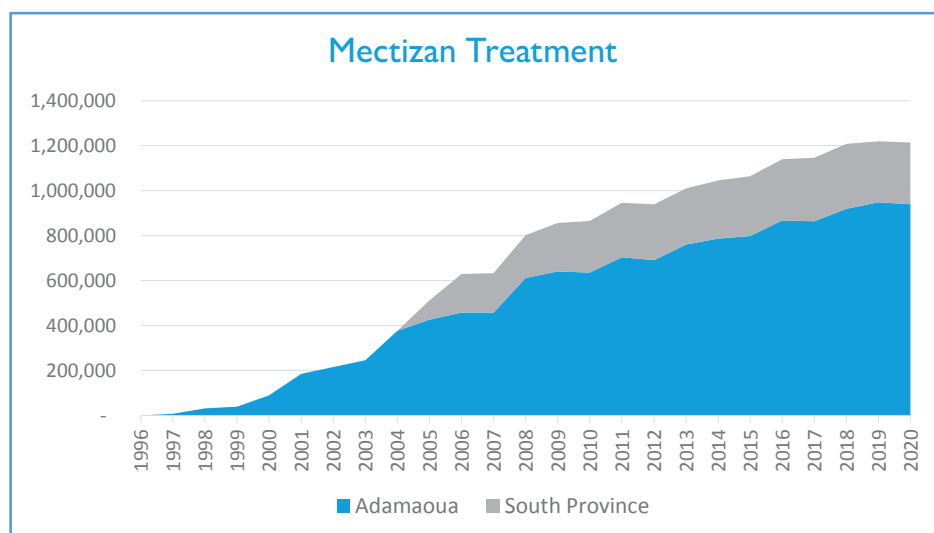
# PREVENTION AND PUBLIC HEALTH

## Onchocerciasis (river blindness) control in Cameroon

### Activating community involvement to eliminate disease

IEF continues to support community-based Mectizan® distribution to control onchocerciasis (river blindness) in Adamaoua and South provinces, Cameroon. IEF, working closely with the provincial governments and the National Onchocerciasis Task Force, with support from Helen Keller International and the Act to End/NTDs/West program, completed and verified the annual treatment of 1,214,345 eligible persons. IEF has facilitated treatment for 16,421,631 persons since the start of the program in 1997.

Mr. Patrice Nkwelle, IEF's country program manager, and his dedicated team work faithfully with the Ministry of Health to ensure Community Directed Distributors in every affected community are trained, update community and family registrations, and treat all eligible persons. The IEF team continues to exceed the therapeutic treatment coverage targets and reaches 100% of all communities affected.



The IEF team is also working hard to facilitate an evaluation of Mectizan mass treatment funded by the Organisation de Coordination pour la lutte contre les Endémies en Afrique Centrale (OCEAC). The purpose of the study is to determine the impact of Mectizan distribution on controlling onchocerciasis. In addition, the research includes an evaluation of an alternative treatment (doxycycline) in the Loa-loa co-endemic districts. A recently completed survey has shown a decrease in endemic levels in Adamaoua Province to less than 1% prevalence from 70% in 1996. The data demonstrate the effects of multiyear, community-based mass distribution of Mectizan.



# SUSTAINABILITY INITIATIVES

## Peru—Assisting government eye care services

### Making best use of available resources

IEF continues successes in making eye care services more efficient, lowering costs and improving the quality of care for their patients. Government eye care hospitals recognize that the funds they budget for eye care can go further, helping more patients when the services are efficient, patient-centered and of good quality.

With support from the Lavelle Fund for the Blind, IEF's program, Advancing Public Sector Eye Hospitals in Peru, assists the Instituto Nacional de Oftalmología (INO) in the capital, Lima, and the Instituto Regional de Oftalmología (IRO) in Trujillo in strengthening their services and developing their capacity to mentor the eye units in five secondary hospitals to increase efficiency and quality of services and to establish a strong referral network.

#### Government eye hospitals supported:

##### Tertiary Level

Instituto Nacional de Oftalmología (INO)  
Instituto Regional de Oftalmología (IRO)

##### Secondary Level

Regional, Jerusalen, Ica, Arequipa, Junin

The IEF team, led by Raheem Rahmathullah, Director of Sustainability Initiatives, and Ing. Alberto Lazo, of Clinica Oftalmológica Divino Niño Jesús (DNJ), work closely with INO, IRO and the Ministerio de Salud (MINSA) to develop quality improvement and mentoring skills. As a result, the hospital improvement action plans align strategically with Peru's National Eye Care Plan.

INO's successful Cataract Express project demonstrated the potential to change clinical and management processes to reduce the number of patients waiting for cataract surgery using existing resources.

INO Cataract Express Improvement Project	Before	After
Reduce patient wait time for cataract surgery	3.5 months	2 weeks
Reduce number of patient pre-operation visits	8	2
Establish new clinical and management protocols	3	3
Increase number of exams by ophthalmologists	2-3 hours	6 hours



IEF, DNJ and the INO and IRO teams completed workshops with the secondary hospitals Regional, Jerusalen, and Ica to review strategies to increase patient volume, quality, and efficiency and improvements to operating theatres. Hospital improvement plans submitted to MINSA receive financial support for equipment, personnel and medical supplies.



# SUSTAINABILITY INITIATIVES

## India—Assisting social hospital eye care services

### Strengthening capacity for mentoring and training

IEF supports the Susrut Eye Foundation & Research Centre in Kolkata, West Bengal, India, to strengthen its capacity as a center of excellence for training eye personnel from neighboring hospitals. With support from the Alcon Foundation, IEF's program—Developing Mentoring and Training of the Susrut Eye Foundation & Research Centre—supports Susrut's capacity to mentor, coach, and train teams from IEF partner hospitals in the region.



**Alcon** A Novartis Division

### Leadership, Management and Sustainability Initiative

IEF and the Susrut Hospital developed learning modules and conducted multiweek training to improve skills needed for efficient and sustainable services for 12 institutions, including:

1. Operating Room Procedures
2. Quality Monitoring and Audits
3. Management and Leadership

As the pandemic made it impossible to conduct training in person, IEF and Susrut responded by developing the training for mixed-use virtual and online training.

#### Hospital partners supported:

Megha Hospital, Burdwan  
West Bengal State  
Ruby Hospital, Kolkata  
West Bengal State  
Siliguri Greater Lions Eye Hospital  
Siliguri, West Bengal State  
Rotary Eye and ENT Hospital  
Udhampur, Jammu & Kashmir  
State

### Capacity Building Management and Process Improvement

August 7–10, 2019

Raheem Rahmathullah facilitated a workshop for hospitals to develop strategies to build organizational and financial sustainability.

### Management & Leadership Summit

December 14–19, 2019

IEF sponsored meetings and a Leadership Summit for hospitals, hosted by the Susrut Hospital. Raheem Rahmathullah and John Barrows from IEF participated in discussions on leadership, management, and sustainability.



# Networking and Sharing

## World Sight Day, October 17, 2019

Moderated by Mitchell V. Brinks, MD, MPH, Chair of *Vision2020/USA*, the *World Sight Day* congressional briefing shared insights on the promise of artificial intelligence, information technology and big data for vision and eye health. The featured speaker was Michael F. Chiang, MD, Knowles Professor of Ophthalmology & Medical Informatics and Clinical Epidemiology at Oregon Health & Science University (OHSU), and Chair of the AAO Task Force on Artificial Intelligence at the American Academy of Ophthalmology.



## International Agency for the Prevention of Blindness

### Council of Members Meeting, Dar es Salaam, Tanzania, October 5–8, 2019

IEF's Victoria Sheffield, John Barrows, Raheem Rahmathullah and Chris Pearson, IntSci's Senior Program Manager for the CBP program, participated in IAPB working groups and panels and met with CBP grantees. Victoria attended the board and executive committee meetings in her capacity as Vice President of IAPB.

## American Academy of Ophthalmology (AAO), San Francisco, October 12–15, 2019

IEF took advantage of the AAO meeting for opportunities to meet colleagues from around the world. IEF sponsored Dr. Sumiko Burga, a retina specialist from Clinical Divino Nino Jesus, Peru, through the AAO "Host an Ophthalmologist" program and participated in the AAO's Global Education and Outreach Committee session.

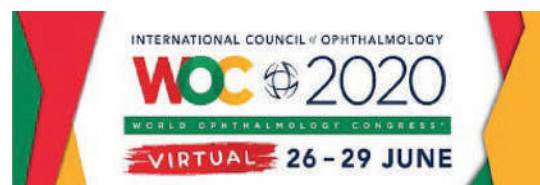


## Lavelle Fund for the Blind Tour, January 5–10, 2020

IEF's John Barrows joined partners Visualiza (Guatemala) and the Instituto de la Vision (Mexico) to showcase their hospitals supported by the Lavelle Fund for the Blind, Inc., with Andy Fisher, PhD, outgoing Executive Director, and Susan Olivio, the new Executive Director, and member of the Lavelle board.

## World Ophthalmology Congress, 26-29 June 2020—Virtual

The International Council of Ophthalmology biennial World Ophthalmology Congress was virtual. IEF's Victoria Sheffield co-moderated the WHO session on the *World Report on Vision*. Raheem Rahmathullah presented "Change Management: Achievements in the Government Eye Health Sector in Peru" and John Barrows presented "Partnerships for Eye Care Delivery—Case Study: Sustainable eye care programs supported by the International Eye Foundation" in prerecorded virtual presentations.



# DONORS WITH GRATITUDE

In 2020, we needed the support of our donors more than ever. Your generosity made an impact on our ability to support our programs, partners, and beneficiaries. We are grateful to the generous individuals, foundations, corporations and the USAID that support IEF's sight-saving programs. Our support comes from contributions of cash and financial instruments, in-kind donations, memorial gifts, honor gifts for a person or significant life event, and bequests naming IEF in a will or estate plan. These gifts enable IEF to reach millions of people at risk of blindness and to secure IEF's financial health into the future.

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The Greg Wendling Charitable Gift Fund\*  
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We gratefully acknowledge our generous donors who supported IEF between July 1, 2019, and June 30, 2020. We make every effort to ensure the accuracy of this listing. If an error has been made or if a donor wishes to remain anonymous, please contact us so that a proper listing can be made.

\* Donors to IEF's Annual Fund Campaign

\*\* Multiyear grants



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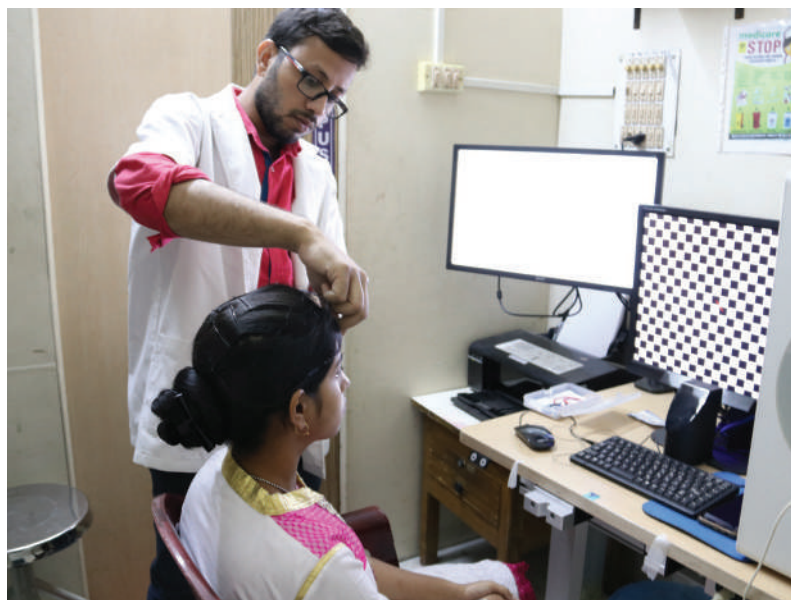
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*Honoring the memory of Louis N. Bell*  
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*Honoring the memory of Dr. James P. Ganley*

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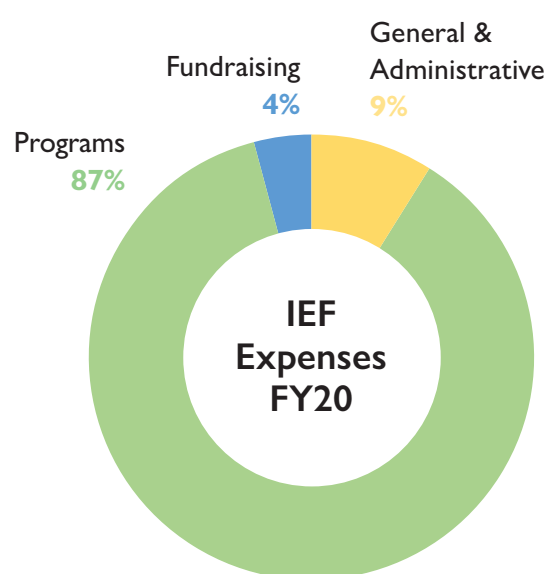
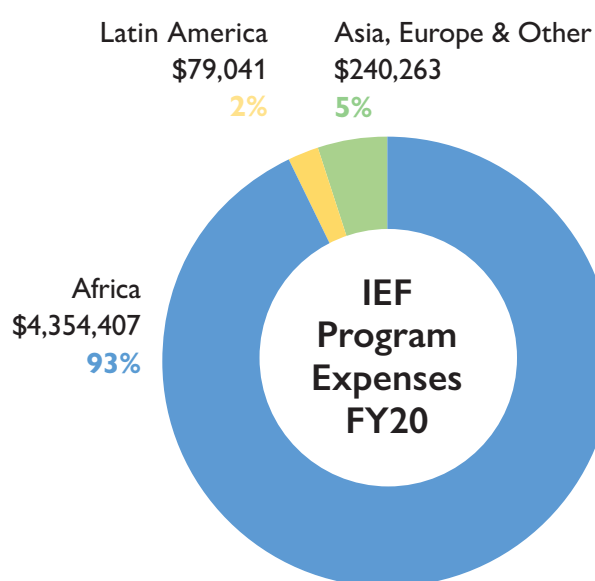
## Legacies and Bequests

Estate of Robert C. Causton  
Estate of Judith D. Hall  
The Ronald Mitchell Trust



# Summarized Statement of Activity and Changes in Net Assets

Public Support & Revenue	Year Ended June 30, 2020	Year Ended June 30, 2019
Public Support – Received Directly (Contributions from Individuals, Corporations and Foundations)	\$5,000,514	\$4,043,635
Grants from Governmental Agencies	\$456,626	\$331,723
Other Revenue (Investment Gain/Loss, Program Technical Assistance, Equipment Sales, Fundraising, Adjustments to Prior Year)	\$155,740	\$114,339
Total Public Support and Revenue	\$5,612,880	\$4,489,697
<b>Expenses</b>		
Program Services	\$4,673,711	\$3,543,754
Management and General	\$493,520	\$505,533
Fundraising	\$195,137	\$230,169
<b>Total Expenses</b>	\$5,362,368	\$4,279,456
<b>Net Assets, Beginning of Year</b>	\$2,007,415	\$1,797,174
<b>Net Assets, End of Year</b>	\$2,257,927	\$2,007,415
<b>Change in Net Assets</b>	\$250,512	\$210,241



The International Eye Foundation meets the standards for management and charitable solicitations established by Charity Navigator, Global Impact and governmental agencies.

A complete audited financial statement with auditor's opinion may be obtained by contacting: International Eye Foundation, 10801 Connecticut Avenue, Kensington, MD 20895; Ph: 240.290.0263; <http://www.iefusa.org/financials> or Maryland Office of the Secretary of State Charitable Division, State House, Annapolis, MD 21401.

# IEF INTERNATIONAL EYE F O U N D A T I O N

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10801 Connecticut Avenue  
Kensington, MD 20895
- Phone:** If you have questions or to donate by phone,  
please call 240.290.0263.
- Email:** Contact [info@iefusa.org](mailto:info@iefusa.org), Subject—Giving

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*If you restore the sight of one man, you benefit one man.  
If you teach one man how to restore sight, you benefit many men.  
And if you teach many men, you benefit mankind."*

*—IEF Founder, John Harry King, Jr., MD*



## International Eye Foundation Headquarters

10801 Connecticut Avenue

Kensington, MD 20895

Phone: +1 240.290.0263 • Fax: +1 240.290.0269

Email: [contact@iefusa.org](mailto:contact@iefusa.org) • Website: [www.iefusa.org](http://www.iefusa.org)

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Reaching communities so no person  
is needlessly visually impaired



Vision for all in the age of COVID-19