Vision for a Nation
Imagine you cannot see clearly
Unable to learn or hold a job
Or discern the features of your mother’s face
With nowhere to go for help, year after year
For 2.5 billion people globally, this is their reality
And three years ago, this was Rwanda
Today, 100% of Rwandans have access to local, affordable eye care
Vision for a Nation made it happen
Unprecedented
Message from
The Chairman and CEO

When Vision for a Nation (VFAN) was launched in 2011, no emerging nation on earth had succeeded in making affordable eye care locally accessible to all of its citizens — leaving VFAN challenged to deliver something unprecedented in the world of health care.

Today, we are a considerably different and more complete charity compared to even two years ago.

Together with Rwanda’s Ministry of Health, we have succeeded with this ambitious objective — nationwide primary eye care available to 100% of its citizens. Over 2,000 trained nurses currently diagnosing, treating and referring clients at every local health centre in the country as part of the nation’s universal health plan and holistic eye care strategy. Over three quarters of a million people already screened.

The “VFAN Brand” is both recognised and increasingly respected for our accomplishments within the global eye care and charity sectors. In 2016, we have won two prestigious British charity awards for our work and were finalists for three others.
We have been able to widen our funding base alongside this increase in our profile. The Chen Family’s generous contributions have been complemented by those of other philanthropists, foundations and our Trustees, along with the UK’s Department for International Development and the UBS Optimus Foundation. Most recently the United States Agency for International Development — one of the most rigorous development funding regimes in the world — has enabled us to further widen our funding base with their financial support.

The majority of these funders have already expressed interest in the expansion of our work beyond Rwanda, and our Trustees and Staff are concentrating on where, how and when to do so in alignment with our overall primary eye care mission.

We have joined the International Agency for the Prevention of Blindness — the one association that provides an umbrella for the eye care sector — and are now members of their Board of Trustees and primary eye care working groups.

The pioneering training curriculum that we developed for use in Rwanda — and which is now compulsory at all of its nursing colleges — is being adopted by the World Health Organisation for Africa.

We are conducting both qualitative and quantitative research of our programme with two world-leading research institutions — both first-of-a-kind undertakings — with results to be published beginning in 2017.

Our Founder has launched a global eye care campaign — Clearly — that further adds, by association, to the richness of our mission and brand equity.

We wish to extend our enormous gratitude to our colleagues in Rwanda and the UK for their professionalism, focus and results-oriented performance, to our other Trustees for their confidence and unbending support, and to the many institutions, organisations and individuals that have so generously funded this unprecedented programme — most prominently our Founder and his family, James Chen.

John G. Rhodes
Chairman

Tom Rosewall
Chief Executive Officer
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Vision for a Nation
Vision for a Nation Foundation is a registered charity in England and Wales.

We have been working exclusively with Rwanda’s Ministry of Health to establish locally accessible and affordable eye care services throughout the nation and make them integral to the nation’s universal health care system on a financially-sustainable basis.

Our work is nearly completed.

We are proving it is possible.
Global Need

Sight is a globally-neglected public health issue.

One-third of the world’s population with poor vision — 2.5 billion people — lack access to local and affordable eye care. Of these, 285 million people are visually impaired, including those that are blind.

The World Health Organisation estimates that 80% of all visual impairment can be avoided or cured. Using out-dated models and approaches, the vast majority of nations simply cannot afford to train and retain enough eye specialists, provide affordable medication and glasses, or mobilise its citizens to address the eye care needs of their people.

By 2050, it is currently estimated that half the world’s population — 5 billion people — will suffer from myopia. And as the rising global population continues to age, the number of people with presbyopia will dramatically increase.

Blinding conditions such as cataract, glaucoma, diabetes and age-related macular degeneration are also on the rise. These are the result of lifestyle and demographic changes that are now occurring worldwide.

Addressing this major issue, however, remains a low priority amongst the many health priorities that emerging nations face — despite the fact that 80% of visual impairments can be cost-effectively prevented or cured.

Primary eye care plays a vital role in providing immediate frontline treatment and generating awareness at community levels. It minimises unnecessary and costly referrals to the limited number of hospital-based eye specialists.
Global Need

These world maps highlight the enormous gap between the concentration of global blindness and the number of ophthalmologists available in each country. The colours reflect regions defined by the World Health Organisation.

For example, sub-Saharan Africa has far too few specialists in proportion to the need and population size with an estimated 2.7 ophthalmologists per million people compared to 81 ophthalmologists per million people in established market and former socialist economies.
Vision
A world in which every nation provides all of its citizens with local access to affordable eye care, including medication, glasses and specialist care

Mission
To support health ministries in select emerging countries to provide nationwide primary eye care services to all who need them in a sustainable manner

Strategy
Supporting Rwanda to establish nationwide primary eye care services that are financially self-sustaining and locally accessible to 100% of its population – an example to the world that “it can be done” – and finding unique ways of supporting other emerging nations, preferably in partnership with others in the eye care domain
The existing academic literature states that previous attempts over three decades by many nations to build integrated primary eye care services have been unsuccessful for six core reasons.

Vision for a Nation has pioneered an innovative model that addresses the shortcomings of these previous primary eye care initiatives.

**Overcoming the Barriers to Success**

1. **Vision Screening Capability**
   - Historical Barriers: In countries where primary health care infrastructure is weak, nurses and health workers are already overburdened and have limited capacity to add primary eye care to their duties.
   - VFAN Innovation: Working with nations, like Rwanda, that have a high-performing primary health care infrastructure.

2. **Training Quality**
   - Historical Barriers: Where the initial primary eye care training has been of poor quality, this has led to a high incidence of serious eye diseases being misdiagnosed.
   - VFAN Innovation: Using an accredited curriculum and Ophthalmic Clinical Officers to professionally train Rwanda’s nurses in primary eye care.

3. **Nursing Colleges**
   - Historical Barriers: Nurses trained in primary eye care have often been expected to work entirely unsupervised and with no follow-up training or support.
   - VFAN Innovation: Providing regular refresher training to previously-trained nurses and embedding the training curriculum in the nation’s three nursing colleges for all future nursing school graduates.
### Overcoming the Barriers to Success

<table>
<thead>
<tr>
<th>Historical Barriers</th>
<th>VFAN Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4. Insufficient Prioritisation of Refractive Error</strong></td>
<td>Making refractive error central to our work and building a nationwide supply chain for glasses with product available on-the-spot at 100% of health centres</td>
</tr>
<tr>
<td>A lack of attention to providing vision screening equipment and affordable glasses – especially reading glasses</td>
<td></td>
</tr>
<tr>
<td><strong>5. Insufficient Public Uptake</strong></td>
<td>Allocating significant funding to a nationwide outreach programme to all 15,000 communities in Rwanda, addressing the backlog of need and maximising public awareness</td>
</tr>
<tr>
<td>Potential beneficiaries have had limited awareness of the availability of the new primary eye care services</td>
<td></td>
</tr>
<tr>
<td><strong>6. Long Term Sustainability</strong></td>
<td>The Ministry of Health has institutionalised the service into Rwanda’s national universal health system and made it financially self-sustaining through the sale of glasses</td>
</tr>
<tr>
<td>A significant risk of primary eye care being deprioritised and under-resourced after the externally supported establishment phase is completed</td>
<td></td>
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</tbody>
</table>
Organisation
Organisation

**Board of Trustees**
John Rhodes (Chairman)
James Chen
Alexander Scott
Catherine Colloms
Arnold Ekpe
Paul Tomasic

**Leadership Team**
Tom Rosewall, Chief Executive Officer
Peter Desmond, Chief Financial Officer
Abdallah Uwihoreye, Rwanda Country Director
Sebastian Ford, Strategic Programmes Director
Seb Ling, Strategic Alliances Director

**Programme Advisors**
Dr John Nkurikiye, President of the Rwanda Ophthalmological Society
Marcia Zondervan, Vision 2020 Links Programme Manager
Dr Graeme Mackenzie, Chief Medical Officer for the Adlens Group Ltd

**Solicitors**
Goodman Derrick LLP, 10 St Bride Street
London EC4A 4AD
Latham & Watkins LLP, 99 Bishopsgate
London EC2M 3XF
MRB Attorneys, 5 KG622, Kimihurura
Kigali, Rwanda

**Chartered Accountants and Statutory Auditor**
Deloitte LLP, 2 New St Square
London EC4A 3BZ

**Bankers**
HSBC plc, 94 Kensington High Street
London W8 4SH
NatWest plc, 1 Portman Square
London W1H 6DG

“It takes an organisation of dedicated, focused, like-minded professionals to get big things done. This report is about them and the special nation and people of Rwanda.”
Tom Rosewall
Chief Executive Officer
Our Founder, James Chen

Born in Asia, raised in Africa, and educated in Europe and the United States, James Chen is a venture philanthropist with a global outlook.

He is the Founder of Vision for a Nation which has revolutionised access to eye care solutions in Rwanda, and Adlens which continues to pioneer adjustable eyewear technologies.

James is also the Founder of Clearly — a global campaign launched in 2016 to bring together some of the most creative and innovative minds in the world to solve the challenge of “helping the world to see”.

James is on a mission to find affordable and innovative solutions for improving universal access to vision correction. It is his firm belief that everyone in the world who has poor vision should be able to access help, affordably.

The Clearly campaign seeks to draw upon the success of the Vision for a Nation model as inspiration for sparking a broader movement to address poor vision globally.

James argues that most problems have solutions — the challenge is in connecting people in need with those solutions. In the digital era in which we all live, the world clearly has the ideas and technologies to crack this challenge and transform access to eye care throughout the world.
Board of Trustees

John Rhodes
John is an English Solicitor and a Director of Stonehage Fleming Law Limited. He both advises and acts as a trustee of various family and charitable trusts.

James Chen
James is the Managing Director of Legacy Advisors Ltd, a single family office, and the Founder of the Chen Yet-Sen Family Foundation. James founded Vision for a Nation and in 2016 launched Clearly, a major global vision campaign.

Alexander Scott
Alex is Founder and Chairman of SandAire, a full service multi-family office. He is also a Trustee of the Grosvenor Estate and the Francis C. Scott Charitable Trust.

Arnold Ekpe
Arnold is a retired former Chief Executive of Ecobank and United Bank for Africa, two of Africa’s leading financial institutions. Arnold has led several landmark initiatives for major South African banks.

Catherine Colloms
Catherine is a senior communications, reputation and public affairs expert and was previously a Director at the Brunswick Group. She started her career in the UK Foreign Office.

Paul Tomasic
Paul is the Head of Healthcare in Europe for the Royal Bank of Canada. He has worked within the healthcare sector since 2000 and has held positions with Citi, UBS and L.E.K. Consulting.

“I am dedicating my life to finding affordable solutions for universal access to vision correction. I believe everyone in the world who has poor vision should be able to access help.”

James Chen
Founder and Trustee
Leadership Team

Tom Rosewall
Chief Executive Officer
Tom is a senior business executive with three decades of global experience successfully integrating and growing companies. He worked with the State of California on climate change initiatives and has led Vision for a Nation since 2014.

Abdallah Uwihoreye
Rwanda Country Director
Abdallah has over 8 years’ programme cycle and financial management experience in public health. Abdallah worked for the Fred Hollows Foundation in Rwanda and Burundi, and for Global Fund Projects in Rwanda before joining Vision for a Nation.

Peter Desmond
Chief Financial Officer
Peter Desmond is a Chartered Accountant with a wide range of non-profit and commercial experience, including roles with Tearfund, Arcadia and Price Waterhouse.

Sebastian Ford
Strategic Programmes Director
Sebastian is a communications professional who has over 8 years’ experience working for non-profit organisations, including the Chen Yet-Sen Family Foundation and UK social enterprise Adaptive Eyewear.

Seb Ling
Strategic Alliances Director
Seb has over 15 years’ experience working for the United Nations, the Organisation for Economic Cooperation and Development, NGOs and the UK’s Department for International Development.

“Every day we meet Rwandans who have struggled with their sight for years, unable to do anything about it. Unable to learn or work; to reach their full potential. Now affordable, local eye care is available to all of them, even the most needy who are able to receive medicine and glasses free of charge. They can finally ‘see’.”

Tom Rosewall
Chief Executive Officer
Vision for a Nation’s Rwanda programme has been generously funded by a wide range of committed funders.

Our broad and robust funding base includes government agencies such as DFID and USAID, large corporations such as UBS Optimus Foundation, philanthropic foundations such as the Chen-Yet Sen Foundation and a number of highly committed individual supporters.

Funders

Major Funders
- Capula Investment Management
- Chen Yet Sen Family Foundation
- Credit Suisse
- Milby Foundation
- Miller Family Trust
- Mintz Levin
- Reed Foundation
- Tanoto Foundation
- Taylors of Harrogate
- UBS Optimus Foundation
- UK Big Give
- UK Department for International Development
- Ulverscroft Foundation
- US Agency for International Development
- Vision for a Nation Foundation’s Trustees

Seb Ling
Strategic Alliances Director
Leads our Foundation’s global programmes with major funders
Organising for Maximum Impact

There are over 200 NGOs operating in Rwanda — Vision for a Nation is the only one that operates nationwide. Our work covers all 5 Provinces, 30 Districts, 42 District Hospitals and 502 Health Centres.

Training nurses from every one of the 502 health centres and overseeing the national outreach programme to all 15,000 communities has required an organisational shift to maximise our human and financial resources and nationwide impact.

In 2014, our Rwandan staff were reorganised across five highly-specialised departments.

- Education and Training
- National Coordination
- Supply Chain and Customer Service
- Monitoring and Evaluation
- Finance and Administration

This — along with our intimate knowledge of the activities conducted at hospitals, health centres and communities across the nation and daily in-the-field involvement — has enabled Vision for a Nation to evolve as a leader in uniting Rwanda’s eye care community around a holistic national plan for eye health across primary, secondary and tertiary levels.

The health centre-based and outreach services are generating significant referral demand (over 100,000 individuals to date). This is being met at the Secondary Level by District Hospitals with the active support of the Fred Hollows, CBM and OneSight foundations — and at the Tertiary Level by the nation’s Referral Hospitals, including the Kabgayi Eye Care Unit.

Results During the Accounting Period
1 July 2014 to 31 December 2015

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>319,032</td>
<td>The number of Rwandans who have had their eyes screened</td>
</tr>
<tr>
<td>43,876</td>
<td>The number of nurses trained by Vision for a Nation across all of Rwanda’s 502 health centres</td>
</tr>
<tr>
<td>166,227</td>
<td>The number of Rwandans who have received glasses to correct their vision</td>
</tr>
<tr>
<td>425</td>
<td>The number of nurses trained by Vision for a Nation across all of Rwanda’s 502 health centres</td>
</tr>
<tr>
<td>54,563</td>
<td>The number of Rwandans who have been referred for specialist treatment at their local hospital</td>
</tr>
<tr>
<td>538</td>
<td>The number of nurses who have received refresher training</td>
</tr>
</tbody>
</table>
Rwanda Headquarters and Staff Structure

Vision for a Nation’s Rwanda Staff are based in Kigali and divided into five key departments.

- **Education and Training**
  Responsible for training nurses

- **National Coordination**
  Responsible for working with Ministry, district and village leaders to mobilise the public nationwide

- **Supply Chain and Customer Service**
  Responsible for coordinating the procurement and nationwide distribution of glasses

- **Monitoring and Evaluation**
  Responsible for the collection, analysis and monitoring of nationwide data

- **Finance and Administration**
  Responsible for the accounting and administrative management of our involvement in the national programme

We are the only NGO in Rwanda to operate in all 30 Districts. As a result, most of our staff spend 80% of their time managing the implementation of the programme in the field.
Employees of the Year

Each year, our staff vote for their colleagues who have contributed most significantly to our organisation achieving its objective of maximum long-term impact for the people of Rwanda.

Abdallah Uwihoreye

Pacifique Uwamahoro

Emile Bizimung

Reuben Kalisa

Martine Munezero

Outstanding Leadership

Outstanding Contribution

Outstanding Contribution

Outstanding Contribution

Outstanding Contribution
Rwanda
Why Rwanda

For our first nationwide programme VFAN selected Rwanda for the following reasons:

- **Rwanda has leadership that has transformed the nation from a failed state in 1994 to an economic and social leader in Africa in one generation**

- **The Government has a well-deserved reputation for effective and progressive public services**

- **A high-quality primary healthcare infrastructure already exists, providing local-level healthcare through a nationwide network of health centres that can be leveraged for eye care**

- **The country has a national system of health insurance that now covers 82% of the population, with up to 20% of the population receiving free healthcare**

- **The Ministry of Health is strongly committed to integrating primary eye care services into the national healthcare system and wishes to work with Vision for a Nation**

- **Rwanda’s relatively small population and high population density adds to its attraction as a testing ground for an unprecedented programme that can be rapidly implemented**
Rwanda Programme Summary

In the first truly nationwide programme of its kind, we have worked with the Government of Rwanda to:

- Establish a nationwide health centre-based primary eye care service
- Develop a focussed curriculum for the rapid training and deployment of general nurses in primary eye care
- Train general nurses for deployment at 100% of the nation's 502 health centres to make them professional primary eye care providers — 4 at each health centre, 2,000+ nationwide
- Integrate the curriculum as a mandatory requirement for all graduating nurses into Rwanda’s three nursing colleges
- Coordinate through a nationwide supply chain for medicines and glasses from Asia to each of the nation’s 502 health centres
- Provide partial coverage of the service through nationwide health insurance
- Mobilise the public to access the new service at their local health centres

Dr Phil Cotton, Vice Chancellor of the University of Rwanda, has been instrumental in the permanent integration of primary eye care into the curriculum of all of the nation's nursing colleges.
Rwanda Programme Summary

- Extend the health centre-based service to each of the nation’s 15,000 local communities in an unprecedented nationwide outreach programme

- Establish financial sustainability through the profitable sale of glasses with revenue held by the Ministry of Health exclusively for the ongoing operation of the programme

- Generate higher treatment rates at secondary and tertiary eye care levels while minimising unnecessary referrals to allow eye specialists to address higher-need cases

- Institutionalise full responsibility for the programme within Rwanda’s Ministry of Health

- In short, our alliance with the Government of Rwanda results in a financially self-sustaining primary eye care model that is fully integrated into the national health system

- We believe our approach offers an unprecedented, high-impact, cost-effective, innovative and sustainable solution to delivering eye care in many emerging nations

- We are looking at opportunities to trial new technologies in order to reduce costs and enhance the ease of delivering primary eye care.

Dr Piet Noe, Kabgayi Eye Care Unit. The experience of Kagayi proves that successful primary eye care leads to higher levels of impact at secondary levels of treatment and allows specialists to focus where they can have the greatest impact.
Rwanda’s Holistic National Eye Care Strategy

Vision for a Nation was initially conceived as a programme to deliver only glasses to people in underserved areas across Rwanda. However, it quickly became apparent that this could only be accomplished as part of a broader approach — the integration of “primary eye care” into the nation’s public health system.

“Primary eye care is the provision of appropriate, accessible and affordable care that meets patients’ eye care needs in a comprehensive and competent manner”
American Academy of Ophthalmology

We have pioneered an innovative primary eye care training course, developed by a leading African ophthalmologist, that enables nurses to:

- Screen patient’s eyes
- Detect any eye health or vision issues
- Treat on-the-spot with medication, glasses or both
- Refer patients with more complex issues for specialist treatment at the nation’s hospitals

This “first level” service ensures patients receive immediate, local and affordable treatment and drastically reduces the demand upon the limited number of over-stretched specialists at District and Referral Hospitals.

Early detection of visual impairment is also key to preventing permanent visual disability. As such, there are multiple health, social and economic benefits resulting from providing comprehensive primary eye care at local health centres.

“The impact at individual and community levels of Vision for a Nation is fantastic. The partnership they have with the Government of Rwanda is a model of respect and ownership and they have totally integrated into our health sector.”
Professor Agnes Binagwaho
Rwanda’s Former Minister of Health
Pillars of Success

Rwanda Owns, We Support
The Non-Communicable Disease Division of the nation’s Ministry of Health leads, with the support of Vision for a Nation for specific products, services and funding.

National Policy
Fully integrated into the Ministry of Health’s Strategic Plan and Rwanda’s Poverty Reduction Strategy.

Universal Coverage
Covered by Rwanda’s national health insurance programme — Mutuelle de Sante — including the neediest 20% of the population. Screenings are provided for RWF 200 ($0.25) and glasses for RWF 1,000 ($1.50).

Nationwide Availability
Services and products are available for all of Rwanda’s 10.5 million citizens at all 502 health centres.

Training
Incorporated into the curriculum of Rwanda’s three nursing colleges across eight campuses which graduate 400+ nurses annually, adding to the 2,000+ PEC nurses already “in the field”.

Supply Chain
Glasses and medication supplied to all district pharmacies and health centres by the Ministry’s established supply chain organisation — the Medical Procurement and Production Division.

Data Collection and Monitoring
Nationwide data collection by Vision for a Nation and the Ministry of Health with performance indicators collected monthly at all 502 health centres.

Financial
RWF 1,000 ($1.50) pricing for glasses by the Ministry will result in revenue exceeding product costs when Vision for a Nation departs, generating a 69% gross margin to cover ongoing training, mobilisation and supply chain costs.

Heavy Lifting Completed
By year end 2017, citizen awareness will have been maximised across the nation and the backlog of demand will have been largely met with over 2,000,000 Rwandans screened. All 502 health centre will continue to provide primary eye care services.
Nurses trained by Vision for a Nation are able to prescribe medication, ready-made reading glasses and innovative adjustable lens glasses, as well as refer patients to specialists at District Hospitals for more complicated cases from all local health centres across Rwanda.

The glasses are sold to clients on a revenue-generating basis. The cost of procuring the reading glasses (92% of the glasses) is one third of the $1.50 price at which they are sold at the health centres. All the adjustable glasses (8% of the glasses) that have been required to date have been donated to Vision for a Nation for free by Adlens Group Ltd.

Vision for a Nation provides these glasses at “no cost” to the Ministry of Health. The Ministry then uses the surplus revenue to ensure the long-term sustainability of the eye care services and to subsidise select major surgeries along with custom made glasses for the children who are referred to District Hospitals.

This innovative revenue-generating model creates the financial foundation for Rwanda’s Ministry of Health to sustain the service into the future.

Vision for a Nation’s primary eye care programme is the only one of all of the Ministry of Health’s 100+ programmes that generates profitable revenue.
Our Achievements
2014 to 2016
Overview

Vision for a Nation’s support of the nation’s Ministry of Health has transformed eye care in Rwanda.

Prior to the launch of the initiative in 2012, people in Rwanda outside the nation’s capital had no way of accessing local and affordable eye care.

Today, all of Rwanda’s 10.5 million people can easily access potentially life-changing care at their local health centre, and by August 2016 over 750,000 Rwandans had already been screened.
Success Through Innovation

As the existing academic literature points out, previous approaches have been unsuccessful in providing nationwide primary eye care.

Innovative and cost-effective approaches are therefore required to rapidly and successfully address poor vision globally.

Vision for a Nation was born out of the urgent need to address a huge and growing problem – poor vision – that unlike most public health challenges in the category of “non-communicable diseases” can generally be solved quickly and at low-cost.

As we move forward, we will continue to innovate by integrating new technologies and processes into our model that further reduce the cost and ease the implementation of primary eye care.

As an example, we have provided Peek Vision (Portable Eye Examination Kit), a London based start-up, with accelerator funding. Peek (pictured opposite) enables health workers to examine and diagnose eye diseases using smartphone technology which could potentially revolutionise the way eye care is delivered throughout the world.
We have pioneered new approaches in Rwanda to successfully deliver primary eye care to the entire population.

The development of a supply chain for medication and glasses originating in Asia and ultimately reaching 100% of Rwanda’s 502 local health centres.

The mobilisation of citizens to access the service including an unprecedented national outreach programme to 100% of Rwanda’s 15,000 communities.

A financially self-sustaining model with surplus revenue from the sale of affordable glasses reinvested by the government to ensure long-term service delivery.

We do not intend to maintain a long-term presence in countries. Instead, we aim to support and empower Ministries of Health to build local eye care services that are fully integrated into their own national health systems and that will continue long after we depart.

The primary eye care service that we’ve helped to build is fully integrated into Rwanda’s national health system.

A unique training course that allows general nurses to be trained in just three days to provide primary eye care, including eye screening, medication, glasses and onward-referrals to hospitals.
<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>765,373</td>
<td>The number of Rwandans who have had their eyes screened</td>
</tr>
<tr>
<td>351,868</td>
<td>The number of Rwandans who have received medication for allergies and infections</td>
</tr>
<tr>
<td>107,088</td>
<td>The number of Rwandans who have been referred for specialist treatment at their local hospital</td>
</tr>
<tr>
<td>81,287</td>
<td>The number of Rwandans who have received glasses to correct their vision</td>
</tr>
<tr>
<td>2,483</td>
<td>The number of nurses trained by Vision for a Nation across all of Rwanda’s 502 health centres</td>
</tr>
<tr>
<td>816</td>
<td>The number of nurses who have received refresher training</td>
</tr>
</tbody>
</table>
Recognised for Performance and Contributions

Vision for a Nation is both recognised and increasingly respected within the charity and global eye care sectors for our accomplishments.

There are 180,000 charities in the United Kingdom. In 2016, we’ve been awarded the top prize in the ‘International Aid and Development’ category by the Charity Awards, Britain’s longest running awards scheme for the sector. We’ve also won the ‘Rising Chief Executive’ prize at the Third Sector Excellence Awards and were finalists for three other high-profile awards.

These awards have recognised our leadership, management and organisational governance.
In visiting villages and health centres we noticed that promoting the work as “Vision for a Nation” did not positively impact people’s perception and acceptance of the new eye care service.

So we started positioning it as a new service provided by the Ministry of Health – with the support of Vision for a Nation.

This has had two major advantages:

- People immediately understood and trusted what was being offered
- It helped to immediately shift the issue of “programme ownership” to the Ministry of Health both at the Ministry itself and with district health and political leadership nationwide

The initiative is implemented by Rwandans, for Rwandans, and owned by the Government of Rwanda. Vision for a Nation’s role is to support the execution of the programme.

In doing so, we have deepened our relationship within the Ministry of Health and helped engrain complete ownership of the sustainable service with the Rwandan Government.

This commitment to fully integrate and align our work with the country’s strategies has facilitated the rapid delivery of results.

Rwandan Branding

In doing so, we have deepened our relationship within the Ministry of Health and helped engrain complete ownership of the sustainable service with the Rwandan Government.

This commitment to fully integrate and align our work with the country’s strategies has facilitated the rapid delivery of results.

Primary Eye Care. Brought to you by the Ministry of Health. With the support of Vision for a Nation.
We have trained Rwanda’s health centre nurses through a three-day course, developed in Rwanda by Dr Ciku Mathenge, a leading African ophthalmologist.

This is a significant innovation in global eye care. It allows primary-level nurses to provide front-line eye care — including medication, glasses and referrals — within their communities.

During 2014 to 2015, we further strengthened the health centre-based service. We provided all previously-trained nurses with “refresher training” to further advance their skills while new nurses were trained to fill “gaps” resulting from staff turnover. This ensured that each health centre retained at least two dedicated primary eye care nurses.

Starting in 2015, we began training additional primary eye care nurses. This has increased nurse capacity from two to four nurses at each of Rwanda’s 502 health centres by August 2016 — a 100% increase.
Many primary eye care programmes have struggled because countries have failed to provide immediate, affordable treatment — no medication, no glasses, no process to provide more specialised care. As a result, people return to their villages just as frustrated as before they walked the two hours each way to access the service. Word quickly spreads in local communities if a service is poor.

Vision for a Nation has already donated more than 383,000 pairs of glasses to Rwanda’s Ministry of Health. We have carefully developed volume and product mix requirements that meet the needs of Rwandans and that can be delivered through the nation’s medical products and equipment supply chain.

The glasses are sourced from Asia and airfreighted into Kigali, Rwanda’s capital. From there they are distributed to central warehouses, then to each of the country’s 42 district pharmacies from where they are delivered to every one of the 502 health centres to guarantee on-the-spot availability for clients.
Taking the Service to the People

It took a change in Vision for a Nation’s leadership, culture, organisation and spirit to recognise that we required a significant change to our model to increase impact and maximise the return to the nation of Rwanda and our funders.

With clear objectives and strategies to achieve them, we built upon our success in establishing the permanent nationwide health centre-based service by launching a pilot to provide eye screenings and treatment directly in Rwanda’s local communities.

In 2015, this approach was trialled through four health centres in the Rulindo and Bugesera Districts of Rwanda reaching 11 communities.

The pilot was found to dramatically increase the reach of the programme by making eye care services available to people close to their homes, schools and places of work, and during time periods convenient for local people.

The outreach programme is now being rolled out nationally, with nurses visiting each of the communities in the catchment areas they serve across Rwanda to provide eye care at all of Rwanda’s 15,000 communities by December 2017.

No Ministry of Health or NGO programme in Rwanda has previously reached every community nationwide.

Country Director Abdallah Uwhoreye spends most of his time in the field directing the successful outreach programme
People talk. Word of mouth back in the villages will make or break a programme like ours, defining success or failure. As the exiting academic literature points out, previous attempts by governments and NGOs to provide nationwide primary eye care have been unsuccessful.

In Rwanda, by contrast, trained nurses screen and treat patients nationwide and glasses are available at all 502 health centres for $1.50 each, a price set by the Ministry of Health. While this may not seem like much to a Western consumer, it is a significant expenditure for the average Rwandan — the subsistence farmer, teacher, coffee bean sorter or seamstress.

Many previous attempts by national governments and NGOs to deliver glasses and eye care in other emerging nations have failed because of weak supply chains leading to no product availability at health facilities. Dissatisfied customers are quick to tell their friends and family not to bother.

Therefore, we had to make sure that a Rwandan who had walked any distance — from ten minutes to four hours — to a health centre to access the service would not only receive excellent service but be able to leave having received the medication, glasses or referral they required. Not only a “diagnosis”, which is common in some emerging nations, but a “solution”, which is not.
“With Vision for a Nation’s support, Rwanda has become the first emerging nation in the world to provide all of its people with local access to affordable eye care.”

John Rhodes
Chairman
Our Plans
2016 to 2017
By 2015, 100% of Rwanda’s 502 health centres had professional primary eye care capability.

We are now going the extra mile by taking the service directly to the people at all of the nation’s 15,000 communities by the end of 2017, at which time the service will have been fully integrated into the Ministry of Health’s managerial and financial infrastructures.

As of January 2018, the Ministry of Health will fully finance and manage the primary eye care service across Rwanda, which the profitable sale of glasses enables.
Forecasts
2016 to 2017

1,000,000
The number of Rwandans who will have their eyes screened

100,000
The number of Rwandans who will receive glasses to correct their vision

400,000
The number of Rwandans who will receive medication for allergies and infections

1,000
The number of new nurses who will be trained by Vision for a Nation across all of Rwanda’s 502 health centres

200,000
The number of Rwandans who will be referred for specialist treatment at their local hospital

1,500
Nurses who will receive refresher training
Nationwide Community Outreach

We are funding and coordinating a one-time nationwide outreach campaign covering all of Rwanda’s 30 districts and 15,000 communities.

This is addressing the huge backlog of need, reaching some of the most disadvantaged people in Rwanda, and maximising awareness of the new and permanent health centre-based eye care service.

It is also enhancing the sustainability of the health centre-based primary eye care service by greatly reducing the backlog of nationwide demand, maximising public awareness that will lead to a critical mass of repeat demand, and further advancing the professionalism of nurses.

We are involving stakeholders in each of the 30 districts across Rwanda – including political, social services, health, community, religious and academic leaders – in order to mobilise people in their catchment areas to access the service and to keep eye care high on their public health agendas.

We are running twice-daily national radio announcements to promote eye health and the services available at health centres, and distributing promotional materials to all health centres and hospitals across Rwanda.
We have now trained additional nurses to increase the number of primary eye care nurses from an average of two at each of Rwanda’s health centres to four – a doubling of capacity and reflecting approximately 40% of all operational health centre nurses nationwide. This will greatly increase eye care service delivery at health centres and effectively promote wider use of the service.

We are providing additional training for existing primary eye care nurses to ensure their skills and knowledge are maintained and advanced.

In 2016, we have certified the 40+ Ophthalmic Clinical Officers (or OCOs) at each District Hospital as Official Primary Eye Care Trainers.

OCOs provide secondary eye care at Rwanda’s hospitals and will play a crucial role after Vision for a Nation’s operation ends in December 2017. From 2018, the OCOs will be responsible for training new health centre nurses to fill gaps when primary eye care nurses leave their jobs, providing refresher training for health centre nurses, and monitoring performance at all health centres.
Financial Sustainability

We are donating several hundred thousand pairs of glasses to the Ministry of Health to meet demand through December 2017, while simultaneously transitioning the sourcing of glasses to the Rwandan agency that manages the health system’s supply chain.

The Ministry of Health sells these glasses to beneficiaries for $1.50. The most needy receive them for free.

This generates a surplus revenue that will be used by the Ministry of Health to ensure the long-term financial sustainability of the primary eye care programme and to support the cost of specialist eye care and custom-made glasses for children at hospitals.

Vision for a Nation’s primary eye care programme is the only one of all of the Ministry of Health’s 100+ programmes that generates profitable revenue.
Validating Performance

The unprecedented scale and impact of Rwanda’s primary eye care services are creating an enormous amount of health data. This data is critical not only for Rwanda’s primary eye care programme but for the information and guidance it can provide as other nations consider the implementation of similar nationwide programmes.

In Rwanda, data is collected on a monthly basis from each of the nation’s 502 health centres. It is then aggregated at the hospital level before it is fed into the Ministry of Health’s central health management information system and made available to Vision for a Nation.

To ensure the validity of the programme’s monitoring system we have commissioned specialists from INTRAC, a British non-profit consultancy, to conduct research on the accuracy, quality and completeness of the entire data collection and reporting processes.

The research is currently in process. INTRAC’s initial report states that “the integrity of the data is good” and the “monitoring system is meeting all operational and management needs”. A second stage validation phase by INTRAC in Rwanda is planned for completion by the end of 2016.

Each of Rwanda’s 502 health centres is staffed with data professionals, with data fed monthly into the Health Ministry’s nationwide information system.
Independent Success Evaluation

There is almost no academic research on the impact of nationwide primary eye care on the people it benefits, national public health systems, referral uptake for more serious conditions, or its cost effectiveness.

As part of our commitment to independently assess our work, we’ve commissioned the prestigious London School of Hygiene and Tropical Medicine and the Rothschild Foundation Hospital to carry out first-of-a-kind impact evaluations, to be completed by year end 2017.

The research will be conducted by leading academics over two years and will assess the overall effectiveness of the Rwanda programme.

Beginning in 2016, the evaluations examine:

- The skills learned and retained by nurses
- The level of uptake of the service
- The impact of the service on hospital referrals
- The impact of the service on adults and children and their ability to undertake different aspects of their daily activities
- The historical and future cost-effectiveness of the programme

The research is being funded as a component of our $1.7m grant from UBS Optimus Foundation and will begin to reverse the lack of evidence currently available on the impacts of nurse-led primary eye care. The results will be published beginning in 2017.

Sebastian Ford
Strategic Programmes Director
Leads our Foundation’s strategy, research and communications programmes
Changing Lives
Felicien’s Story

Felicien lives with his wife and their five children. He is the sole income earner for the seven of them. Felicien has worked as a tailor at a textiles factory for the past 14 years.

Felicien’s vision began deteriorating in mid-2012. “I was worried because I was not performing properly at work”, he says. “It would take 20 minutes to do what previously took me 7 minutes”.

Once it became unbearable, he did not have the financial means to pay for an eye exam or glasses. “When I get paid, I first think about my family and their needs”, he says; and with a family of seven and a modest salary there is almost never enough money left over.

Following the launch of the Ministry’s programme, Felicien received an eye screening and glasses. “I could suddenly see clearly without struggling. Before when doing the test without glasses, I could not read at all. With the glasses, I could read the chart without trying hard at all. It made me happy and gave me hope that my life would continue”, Felicien says.

“I don’t have to strain my eyes now and I can work without getting tired. Before, I would get tired from the strain. But now when I put on the glasses the work goes easily.”

Now that he feels secure in his job, Felicien dreams of a bright future for his children. “If my kids are able to study and do well in school, they can even go farther than I have gone. They will be able to have a better life and to provide for themselves.”
This is Theophile Ingabire. She is in her early 40s and has four children to support. It takes Theophile 1.5 hours to travel by foot to the textiles factory where she has worked for 15 years.

Theophile is proud of her job, but admits “embroidery is difficult work”. She is totally reliant on her sight — reading, writing and precision handiwork are essential for her to complete her work. Theophile first realised she had problems with her vision in 2011 when she started struggling to read and experienced dizziness and tearing eyes.

Then one day Theophile heard that her local health centre now provided eye care services, including glasses for just $1.50, through the Ministry of Health programme. “I felt so happy because I knew I would no longer have problems with reading, writing and using my phone, and that it would improve my entire life — both my work and personal life”.

“At home, Theophile can once again help her children with their homework. “There was a time when I did not have glasses and could not read the school books and help my kids. But now that I have glasses, I am able to help them and they are happy about it.” And she is now able to do readings at her church.”
At 65 years old Zaina is one of the most senior coffee sorters at Rwanda Trading Company (RTC) in Kigali. Prior to coming to work at RTC, Zaina worked in the fields as a seasonal worker cultivating crops.

Working as a coffee sorter enables Zaina to manage her affairs at home and to support her children, including an adult son who still lives with her due to mental health problems.

Zaina’s work as a coffee sorter is to see and pick out foreign matter (like stones) and defective or sub-standard coffee beans — beans that are broken, discoloured or too small. The higher the quality of the beans in a batch of coffee, the higher the score they receive in grading, and thus the higher the profit for the RTC.

A few years ago Zaina started to experience difficulty in sorting due to deteriorating vision. She could not sort at an adequate speed and often had to re-do her work because of mistakes. Zaina was grouped with the most error-prone workers whose work requires extra review, and risked job loss if she continued to perform so poorly.

Zaina received glasses through the Ministry of Health programme. When asked what the best thing about having glasses is, Zaina says, “They help me do my work and now I can sort well and meet my quota”, which was not possible before. “I feel very, very happy because by doing this job I can earn money to help my family and buy beans to eat. I am even proud with my body”, she says — emphatically embracing herself — because she is able to please her boss, and herself, with her good work.
Meet Frederic, a security guard at Rwanda Trading Company (RTC) in Kigali, Rwanda. Frederic is 56 years old, a husband, and father of three. Frederic secured a job at RTC in 2009 and has been working as security guard there ever since.

Reading and writing are required for almost every aspect of his work — verifying other workers' identity cards, reading and recording license plates for all vehicles entering and exiting the premises, and writing in the visitor’s log. This job is important to Frederic because it enables him to provide for his family. Frederic does not take them for granted — especially as they are his second family. “I had a family before, but because of the war, all my first family died.”

A few years ago, Frederic started to experience blurry vision and it gradually became increasingly difficult for him to read and write — the two most critical skills for his work. Frederic found himself often worrying that he might lose his job.

Frederic knew that glasses were the solution to his vision problems, but he was simply unable to afford them. “All the money I earn I use to support my children. There is nothing extra. So I did not have the money to correct my vision”, he says. Frederic received a pair of reading glasses from the Ministry of Health. “I now have normal vision because of the glasses, and I am happy with them.” exudes Frederic. “It is the solution that I searched for. My work requires reading and writing, and I could no longer do either. My vision problems were about to cost me my job. So this intervention saved my job.”
Eye Care for Rwanda’s Genocide Widows

In 2015 and 2016, during Rwanda’s annual Genocide Commemoration in the month of April, Vision for a Nation supported the Rwandan National Association of Genocide Widows (AVEGA) by providing nearly 2,000 genocide survivors with free glasses and treatment for debilitating eye conditions.

Vision for a Nation covered the costs for all screening, medicine and glasses, as well as treatment and transport for any AVEGA members referred for specialist treatment.

We will lead a similar initiative specifically for AVEGA members in 2017.

Veronica, one of the first genocide survivors to benefit from our AVEGA Member Support Programme, sums up the sentiment of many of those helped. “Good people still exist. I can see again. I am happy. We are hopeful.”

“This unique initiative has a profound impact on the lives of many of AVEGA’s 20,000 widows who still need support in dealing with the physical and mental consequences of the 1994 Genocide.”

Abdallah Uwihoreye
Rwanda Country Director
Finance Report

Peter Desmond
Chief Financial Officer
Leads our Foundation’s
global financial, legal and
governance programmes
**Trustees’ Report (incorporating Directors’ Report)**

**For the 18 months ended 31 December 2015**

**Length of Accounting Period**
The account period has been extended by six months to 31st December 2015 making the length of the current period a total of 18 months. The reason for this was to align the accounting period with the operations of the Charity.

**Fundraising Performance**
£2,522,954 has been received in voluntary income in the period (2014: £462,430) including a grant from the UBS Optimus Foundation of £211,109 (2014: £Nil).

**Financial Review**
Total income received in the period was £2,523,611 (2014: £462,472). Total resources expended were £1,944,701 (2014: £628,709) leaving a surplus for the period of £578,910 (2014: deficit of £166,237).

**Public Benefit Reporting**
The Directors confirm that they have referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing the charity’s aims and objectives and in planning future activities.

**Risk Statement**
The Directors have identified the main risks to which the Charity is exposed. Systems and procedures continue to be developed to mitigate these risks. The Risk Register is reviewed on a regular basis by the Directors.

**Related parties**
The charity acknowledges that James Yue Jia Chen has a personal interest in the charity’s dealings with Adlens Ltd, of which he is a director, and its associated companies. The resulting conflict of interest is dealt with in accordance with the company’s Trustee Conflict of Interest Policy. In summary, Mr Chen plays no part in any decision by the Trustees to purchase eyewear from Adlens Ltd.

Advice regarding glasses and optical aids is provided by Adlens Ltd.

**Financial Risk Assessment**
At present the financial risks to which the charity is exposed are minimal, as the financial assets are cash funds held at the bank and accrued income in debtors. The Charity seeks to ensure sufficient liquidity is available to meet foreseeable needs. The Charity aims to hold unrestricted cash deposits which represent three months operating expenditure. This is to ensure that volatility in short term income will not impact on expenditure and that the Charity is able to continue in its current manner should unforeseen events arise.

**Reserves Policy**
The Directors have reviewed the Charity’s need for reserves in line with the Charity Commission guidelines. The normal policy is to hold unrestricted reserves to protect against the risks of shortfalls in cash balances due to uncertainties in the timing of fundraising opportunities for unrestricted funds. The Charity plans to have unrestricted reserves to the value of at least three months operating expenditure which equates to approximately £360,000. This compares favourably with the balance of unrestricted reserves at 31 December 2015 of £513,711.

**Funding**
The charity’s assets are available and adequate to fulfil its obligations.

**Recruitment and Training**
The training needs of each Trustee are evaluated on an individual basis.

**Directors**
The directors, who are the charity trustees, and who have served during the year are listed below.

John Guy Rhodes  
James Yue Jia Chen  
Catherine Colloms  
Francis Alexander Scott  
Arnold Onyekwere Ekpe  
Paul Tomasic (appointed 27th November 2014)

Apart from Paul Tomasic, all the directors served throughout the period. The directors have met five times in the period.
Trustees’ Report (incorporating Directors’ Report)  
For the 18 months ended 31 December 2015

The company has no share capital and is limited by guarantee. The members’ liability is limited to a maximum of £1 each.

Directors’ Responsibilities for the Financial Statements
The directors (who are also trustees of Vision for a Nation Foundation for the purposes of charity law) are responsible for preparing the Trustees’ Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the directors are required to:
• select suitable accounting policies and then apply them consistently;
• observe the methods and principles in the Charities SORP;
• make judgments and accounting 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;
• prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company’s transactions and disclose with reasonable accuracy at any time the financial position of the 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the directors is aware:
• there is no relevant information of which the charitable company’s auditor is unaware; and
• the directors have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the auditor is aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company’s website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Charitable and Political Contribution
There were no donations to charitable organisations or political contributions made during the period.

Auditors
Deloitte LLP were appointed on 27th July 2015 following the resignation of the Foundation’s previous auditors, Grant Thornton. Deloitte LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the company receives notice under section 488(1) of the Companies Act 2006.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415a of the Companies Act 2006.

ON BEHALF OF THE BOARD

John Guy Rhodes
Director
Date: 30th September 2016
Audited Financial Statements
Independent Auditor’s Report to the Members of Vision for a Nation Foundation
For the 18 months ended 31 December 2015

Independent auditors’ report to the members of Vision for a Nation Foundation
We have audited the financial statements of Vision for a Nation Foundation for the 18 months ended 31 December 2015 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes 1 to 13. 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 company and the charitable 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 Trustees’ Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes 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 charitable company’s circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. 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 charitable company’s affairs as at 31 December 2015 and of its incoming resources and application of resources, including its income and expenditure, for the 18 months 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 period 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:
• adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
• the 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; or
• the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors’ Report or from the requirement to prepare a Strategic Report.

Jayne Rowe (Senior statutory auditor) for and on behalf of Deloitte LLP
Chartered Accountants and Statutory Auditor
London, United Kingdom

30th September 2016
Basis of Preparation
As stated in the trustees’ report the financial statements are for an 18-month period from 1 July 2014 to 31 December 2015. Comparatives are for the 12-month period from 1 July 2013 to 30 June 2014. The financial statements have been prepared under the historical cost convention and in accordance with the recommendations in the Statement of Recommended Practice: Accounting by Charities (the SORP) issued in 2005.

The principal accounting policies have remained unchanged from the prior year and are set out below.

The Charity has taken advantage of the exemption available to small charities under FRS1 not to prepare a cash flow statement for the year.

Incoming Resources
Grants Receivable
Revenue grants are credited as incoming resources when they are receivable provided conditions for receipt have been complied with, unless they relate to a specified future period, in which case they are deferred.

Donations and Gifts
All monetary donations and gifts are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing of the related expenditure, in which case recognition is deferred until the pre-condition has been met.

Legacies to which the company is entitled are included in the statement of financial activities unless they are incapable of measurement.

Gifts-in-kind are accounted for at the directors’ estimate of value to the company or sale value as follows:
- assets received for distribution by the company are recognised only when distributed
- assets received for resale are recognised, where practicable, when receivable or otherwise when sold
- gifts of funds for acquiring fixed assets for company use are accounted for as restricted funds immediately on receipt.

Intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. An equivalent amount is charged as expenditure. Voluntary help is not included in income.

Foreign Currencies
Transactions in foreign currencies are translated at the exchange rate ruling at the beginning of each month due to the limited number of transactions. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange ruling at the balance sheet date. Where exchange differences result from the translation of foreign currency borrowings raised to acquire foreign assets they are taken to reserves and offset against the differences arising from the translation of those assets. All other exchange differences are dealt with through the statement of financial activities.

Resources Expended
Expenditure, which is charged on an accruals basis, is allocated between:
- expenditure incurred directly to the fulfilment of the charity’s objectives (charitable activities).
- expenditure incurred directly in the effort to raise voluntary contributions (costs of generating voluntary income).
- expenditure incurred directly attributable to the governing of the charity (governance costs).

Items of expenditure involving more than one cost category are apportioned on the basis of the estimated costs relating to each category appropriate. In summary:
- governance costs are costs associated with the governance arrangements of the charity which relate to the general running of the charity as opposed to those costs associated with fundraising or charitable activity; governance costs includes external audit, legal and professional fee and costs associated with constitutional and statutory requirements. Also included within this category are any costs associated with the strategic management of the charity’s activities.
**Tangible fixed assets and depreciation**

Tangible fixed assets are capitalised at cost where their acquisition value is greater than £1,000 or with over 2 years working life, and are stated at cost net of depreciation.

Depreciation is calculated to write down the cost of all tangible fixed assets by equal annual instalments over their estimated useful economic lives, calculated on a monthly basis.

The rates applicable are:
- Motor Vehicles 25%
- Furniture and Fixtures 20%
- IT Equipment 33%

**Liabilities**

Liabilities are recognised when there is a legal and constructive obligation committing the charity to the expenditure.

**Taxation**

The company is a charity for tax purposes and is entitled to claim charitable tax exemptions. The company has no liability to tax on its charitable activities for the period ended 31 December 2015 and 30 June 2014.

**Fund Accounting**

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charity. Restricted funds are grants, donations and other incoming resources received for expenditure on specific projects.
Statement of Financial Activities
Incorporating an income and expenditure account
and a statement of recognised gains and losses.
For the 18 months ended 31 December 2015

<table>
<thead>
<tr>
<th>Unrestricted Funds 2015 18 months</th>
<th>Restricted Funds 2015 18 months</th>
<th>Total Funds 2015 18 months</th>
<th>Total Funds 2014 12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
</tbody>
</table>
| Income
  Income resources
  Incoming resources from generated funds
  1 Voluntary income 1,946,140 | 576,814                          | 2,522,954                  | 462,430                  |
  Other incoming resources 657  | -                               | 657                        | 42                       |
  Total incoming resources 1,946,797 | 576,814                          | 2,523,611                  | 462,472                  |
  Expenditure
  Resources expended
  2 Costs of generating voluntary income 41,243 | -                               | 41,243                    | 14,058                   |
  2 Costs of charitable activities 1,448,511 | 1,441,737                        | 1,890,248                  | 610,521                  |
  2 Governance costs 13,210      | -                               | 13,210                     | 4,130                    |
  Total resources expended 1,502,964 | 441,737                         | 1,944,701                  | 628,709                  |
  Net incoming / (outgoing) resources for the period
  Transfers between funds (439) | 439                             | -                          | -                        |
  Total funds balances at 30 June 2014/2013 70,377 | -                               | 70,377                     | 236,614                  |
  Total funds balances at 31 December 2015/30 June 2014 513,771 | 135,516                         | 649,287                    | 70,377                   |

All amounts relate to continuing operations.

Information up to and including net income and expenditure represents the information required by the Companies Act 2006.

The notes to the accounts form an integral part of the financial statements.
The financial statements were approved by the Directors on 30th September 2016 and signed on their behalf by

John Guy Rhodes
Director
Company number: 7443046
Charity number: 1140123

The accompanying accounting policies and notes form an integral part of these financial statements.

The Directors have taken advantage of exemptions for small companies in these financial statements.
Notes to the Financial Statements
For the 18 months ended 31 December 2015

1. Voluntary income

<table>
<thead>
<tr>
<th></th>
<th>2015 Unrestricted £</th>
<th>2015 Restricted £</th>
<th>2015 Total £</th>
<th>2014 Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grants</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Department for International Development (DFID)</td>
<td>-</td>
<td>(439)</td>
<td>(439)</td>
<td>85,463</td>
</tr>
<tr>
<td>UBS Optimus Foundation</td>
<td>-</td>
<td>211,109</td>
<td>211,109</td>
<td>-</td>
</tr>
<tr>
<td><strong>Donations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chen Yet-Sen Family Foundation</td>
<td>1,530,781</td>
<td>366,144</td>
<td>1,896,925</td>
<td>361,221</td>
</tr>
<tr>
<td>Charities Trust</td>
<td>19,687</td>
<td>-</td>
<td>19,687</td>
<td>-</td>
</tr>
<tr>
<td>The Big Give</td>
<td>52,829</td>
<td>-</td>
<td>52,829</td>
<td>-</td>
</tr>
<tr>
<td>Tanoto Foundation</td>
<td>10,000</td>
<td>-</td>
<td>10,000</td>
<td>-</td>
</tr>
<tr>
<td>Other donations</td>
<td>75,406</td>
<td>-</td>
<td>75,406</td>
<td>3,111</td>
</tr>
<tr>
<td>Gift Aid</td>
<td>5,250</td>
<td>-</td>
<td>5,250</td>
<td>-</td>
</tr>
<tr>
<td>Gifts in kind</td>
<td>252,187</td>
<td>-</td>
<td>252,187</td>
<td>12,635</td>
</tr>
<tr>
<td><strong>Total voluntary income</strong></td>
<td>1,946,140</td>
<td>576,814</td>
<td>2,522,954</td>
<td>462,430</td>
</tr>
</tbody>
</table>
## 2. Analysis of Resources Expended

<table>
<thead>
<tr>
<th>Costs of generating voluntary income</th>
<th>Governance Costs</th>
<th>Charitable activities</th>
<th>Total</th>
<th>Total</th>
<th>2015 Total</th>
<th>2014 Total</th>
<th>Basis of allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation</td>
<td>-</td>
<td>22,485</td>
<td>22,485</td>
<td>-</td>
<td>22,485</td>
<td>20,423</td>
<td>Direct*</td>
</tr>
<tr>
<td>Auditors’ Remuneration</td>
<td>- 13,210</td>
<td>-</td>
<td>13,210</td>
<td>-</td>
<td>13,210</td>
<td>4,130</td>
<td>Governance</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>-</td>
<td>2,069</td>
<td>2,069</td>
<td>65</td>
<td>2,134</td>
<td>892</td>
<td>Direct*</td>
</tr>
<tr>
<td>Catering</td>
<td>-</td>
<td>16,121</td>
<td>16,121</td>
<td>11,002</td>
<td>27,123</td>
<td>17,471</td>
<td>Direct*</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>32,017</td>
<td>32,017</td>
<td>-</td>
<td>32,017</td>
<td>15,709</td>
<td>Direct*</td>
</tr>
<tr>
<td>Glasses</td>
<td>-</td>
<td>99,194</td>
<td>99,194</td>
<td>-</td>
<td>99,194</td>
<td>45,169</td>
<td>Direct*</td>
</tr>
<tr>
<td>Fundraising costs</td>
<td>2,263</td>
<td>-</td>
<td>-</td>
<td>2,263</td>
<td>2,263</td>
<td>14,058</td>
<td>Direct*</td>
</tr>
<tr>
<td>Grants Made</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>34,000</td>
<td>34,000</td>
<td>-</td>
<td>Direct*</td>
</tr>
<tr>
<td>Legal and professional</td>
<td>-</td>
<td>62,150</td>
<td>62,150</td>
<td>8,256</td>
<td>70,406</td>
<td>8,854</td>
<td>Direct*</td>
</tr>
<tr>
<td>Marketing</td>
<td>-</td>
<td>99,728</td>
<td>99,728</td>
<td>35,478</td>
<td>135,206</td>
<td>2,516</td>
<td>Direct*</td>
</tr>
<tr>
<td>Media</td>
<td>-</td>
<td>4,726</td>
<td>4,726</td>
<td>-</td>
<td>4,726</td>
<td>30,764</td>
<td>Direct*</td>
</tr>
<tr>
<td>Office costs</td>
<td>-</td>
<td>52,876</td>
<td>52,876</td>
<td>5,242</td>
<td>58,118</td>
<td>49,967</td>
<td>Direct*</td>
</tr>
<tr>
<td>Outreach Pilot</td>
<td>-</td>
<td>29,858</td>
<td>29,858</td>
<td>-</td>
<td>29,858</td>
<td>-</td>
<td>Direct*</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>38,980</td>
<td>-</td>
<td>640,920</td>
<td>679,900</td>
<td>88,307</td>
<td>768,207</td>
<td>222,524</td>
</tr>
<tr>
<td>Premises costs</td>
<td>-</td>
<td>35,989</td>
<td>35,989</td>
<td>2,230</td>
<td>38,219</td>
<td>16,885</td>
<td>Direct*</td>
</tr>
<tr>
<td>Professional Advisers</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>172,377</td>
<td>172,377</td>
<td>-</td>
<td>Direct*</td>
</tr>
<tr>
<td>Research and Evaluation</td>
<td>-</td>
<td>114,342</td>
<td>114,342</td>
<td>75</td>
<td>114,417</td>
<td>64,860</td>
<td>Direct*</td>
</tr>
<tr>
<td>Social Impact Project</td>
<td>-</td>
<td>5,715</td>
<td>5,715</td>
<td>-</td>
<td>5,715</td>
<td>-</td>
<td>Direct*</td>
</tr>
<tr>
<td>Trainee allowance</td>
<td>-</td>
<td>105,195</td>
<td>105,195</td>
<td>32,338</td>
<td>137,533</td>
<td>56,319</td>
<td>Direct*</td>
</tr>
<tr>
<td>Training</td>
<td>-</td>
<td>22,107</td>
<td>22,107</td>
<td>21,452</td>
<td>43,559</td>
<td>23,414</td>
<td>Direct*</td>
</tr>
<tr>
<td>Travel and Subsistence</td>
<td>-</td>
<td>81,351</td>
<td>81,351</td>
<td>26,653</td>
<td>108,004</td>
<td>17,482</td>
<td>Direct*</td>
</tr>
<tr>
<td>Vehicle costs and Fuel</td>
<td>-</td>
<td>31,559</td>
<td>31,559</td>
<td>2,605</td>
<td>34,164</td>
<td>6,559</td>
<td>Direct*</td>
</tr>
<tr>
<td>Venue costs</td>
<td>-</td>
<td>758</td>
<td>758</td>
<td>1,235</td>
<td>1,993</td>
<td>5,177</td>
<td>Direct*</td>
</tr>
<tr>
<td>Foreign exchange (gain)/loss</td>
<td>-</td>
<td>(10,649)</td>
<td>(10,649)</td>
<td>-</td>
<td>(10,649)</td>
<td>5,536</td>
<td>Direct*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unrestricted costs</th>
<th>Restricted costs</th>
<th>Total costs</th>
<th>Basis of allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>41,243</td>
<td>13,210</td>
<td>1,448,511</td>
<td>1,502,964</td>
</tr>
</tbody>
</table>

* Costs that are allocated on a “Direct” basis are charged directly to the project or programme to which they relate, no apportionment of those costs is required.
3. Net incoming / (outgoing) resources
Net incoming / (outgoing) resources for the period are stated after charging the following:

<table>
<thead>
<tr>
<th></th>
<th>2015 £</th>
<th>2014 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation of tangible fixed assets</td>
<td>32,107</td>
<td>15,709</td>
</tr>
<tr>
<td>Auditor’s remuneration</td>
<td>13,210</td>
<td>4,130</td>
</tr>
</tbody>
</table>

4. Payments to directors and connected persons
No director or person with a family or business connection with a director received remuneration or expenses in the period directly or indirectly, from either the charity or an institution or company controlled by the charity (2014: nil).

The charity acknowledges that James Chen has a personal interest in the charity’s dealings with Adlens Limited and its associated companies. The resulting conflict of interest will be dealt with in accordance with the company’s Trustee Conflict of Interest Policy.

Indemnity insurance is provided for the Directors at a cost of £320 (2014: £320)

5. Employees and Seconded staff
Costs of employed staff during the year were as follows:

<table>
<thead>
<tr>
<th></th>
<th>2015 £</th>
<th>2014 £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>376,313</td>
<td>139,725</td>
</tr>
<tr>
<td>Social security costs</td>
<td>21,158</td>
<td>8,076</td>
</tr>
<tr>
<td>Pension costs</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Gifts in kind – seconded staff</td>
<td>199,800</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>597,271</td>
<td>147,801</td>
</tr>
</tbody>
</table>

Gifts in kind include the employment costs (£199,800) of two senior managers who were seconded during the 18 month period by their employers to work for the charity. Their costs are not included in the previous year nor were those of a part-time accountant who was second to VFAN by their employer.

The average number of employees during the year analysed by activity on a full time basis was:

<table>
<thead>
<tr>
<th></th>
<th>Number 2015</th>
<th>Number 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expatriate staff</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>Employees</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>Seconded staff</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td><strong>17</strong></td>
<td><strong>12</strong></td>
</tr>
</tbody>
</table>

No employee (2014: nil) earned £60,000 per annum or more in the current or preceding accounting period.

No Trustee (2014: nil) received remuneration for services provided during the period.

The number of employees and seconded staff whose annualised emoluments, excluding pension contributions but including benefits in kind, were in excess of £60,000 was:

<table>
<thead>
<tr>
<th></th>
<th>Number 2015</th>
<th>Number 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>1</strong></td>
<td>-</td>
</tr>
</tbody>
</table>

£80,001-£90,000
### 6. Tangible fixed assets

<table>
<thead>
<tr>
<th></th>
<th>Motor Vehicles £</th>
<th>Furniture and Fixtures £</th>
<th>IT Equipment £</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 July 2014</td>
<td>53,308</td>
<td>9,351</td>
<td>11,153</td>
<td>73,812</td>
</tr>
<tr>
<td>Additions</td>
<td>-</td>
<td>5,648</td>
<td>4,140</td>
<td>9,788</td>
</tr>
<tr>
<td>At 31 December 2015</td>
<td>53,308</td>
<td>14,999</td>
<td>15,293</td>
<td>83,600</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 July 2014</td>
<td>22,212</td>
<td>2,741</td>
<td>6,785</td>
<td>31,738</td>
</tr>
<tr>
<td>Charge for the period</td>
<td>22,212</td>
<td>4,420</td>
<td>5,385</td>
<td>32,017</td>
</tr>
<tr>
<td>At 31 December 2015</td>
<td>44,424</td>
<td>7,161</td>
<td>12,170</td>
<td>63,755</td>
</tr>
<tr>
<td><strong>Net book value</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 December 2015</td>
<td>8,884</td>
<td>7,838</td>
<td>3,123</td>
<td>19,845</td>
</tr>
<tr>
<td>At 30 June 2014</td>
<td>31,096</td>
<td>6,610</td>
<td>4,368</td>
<td>42,074</td>
</tr>
</tbody>
</table>
## 7. Debtors

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued income</td>
<td>£368,250</td>
<td>£3,424</td>
</tr>
<tr>
<td>Prepayments</td>
<td>£9,520</td>
<td>£387</td>
</tr>
<tr>
<td>Other debtors</td>
<td>-</td>
<td>£81</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>£377,770</td>
<td>£3,892</td>
</tr>
</tbody>
</table>

## 8. Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade creditors</td>
<td>£5,289</td>
<td>£2,616</td>
</tr>
<tr>
<td>Social security and other taxes</td>
<td>£14,439</td>
<td>£3,649</td>
</tr>
<tr>
<td>Accruals</td>
<td>£19,338</td>
<td>£4,850</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>£39,066</td>
<td>£11,115</td>
</tr>
</tbody>
</table>
Notes to the Financial Statements
For the 18 months ended 31 December 2015

9. Funds

<table>
<thead>
<tr>
<th></th>
<th>1 July 2014</th>
<th>Income</th>
<th>Expenditure</th>
<th>Transfers</th>
<th>31 December 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>70,377</td>
<td>1,583,797</td>
<td>(1,502,964)</td>
<td>(439)</td>
<td>150,771</td>
</tr>
<tr>
<td>Working Capital Reserve</td>
<td>-</td>
<td>363,000</td>
<td>-</td>
<td>-</td>
<td>363,000</td>
</tr>
<tr>
<td><strong>Total Unrestricted Funds</strong></td>
<td>70,377</td>
<td>1,946,797</td>
<td>(1,502,964)</td>
<td>(439)</td>
<td>513,771</td>
</tr>
</tbody>
</table>

Unrestricted funds comprise those funds which the charity is free to use in the furtherance of the charity’s principal activities.

Working Capital Reserve - this has been provided by the Chen Yet-Sen Family Foundation and has been designated to facilitate the orderly wind down of the charity’s programmes.

<table>
<thead>
<tr>
<th></th>
<th>1 July 2014</th>
<th>Income</th>
<th>Expenditure</th>
<th>Transfers</th>
<th>31 December 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restricted Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DFID</td>
<td>-</td>
<td>(439)</td>
<td>-</td>
<td>439</td>
<td>-</td>
</tr>
<tr>
<td>UBS Optimus Foundation</td>
<td>-</td>
<td>211,109</td>
<td>(144,044)</td>
<td>-</td>
<td>67,065</td>
</tr>
<tr>
<td>Project Oversight</td>
<td>-</td>
<td>366,144</td>
<td>(297,693)</td>
<td>-</td>
<td>68,451</td>
</tr>
<tr>
<td><strong>Total Restricted Funds</strong></td>
<td>-</td>
<td>576,814</td>
<td>(441,737)</td>
<td>439</td>
<td>135,516</td>
</tr>
</tbody>
</table>

Restricted funds comprise those funds which the charity will use in accordance with the requirements of the funder.

**DFID** - The project with the UK Department for International Development was completed in July 2013. The negative income in the period relates to the final adjustment of funding for the project.

**UBS Optimus Foundation** - In October 2015 UBS Optimus Foundation awarded Vision for a Nation Foundation a grant of £1,075,000 to cover a period of 30 months from 1st October 2015 to 31st March 2018.
Project Oversight - this initiative was started in October 2015 funded by James Chen aiming to reach the 2.5bn people around the world who are unable to access affordable eyecare. Expenditure was incurred in accordance with funding restrictions. The balance on the fund at 31st December 2015 was £68,451. In February 2016 the management of the project was handed over to a dedicated team outside Vision for a Nation. It has subsequently changed its name to Clearly Initiative Inc. and is being managed through a non-profit corporation registered in the USA. In February 2016 the balance on the Project Oversight fund in Vision for a Nation’s accounts was £224,765, with the agreement of the funder, transferred to unrestricted reserves after the year-end.

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted funds £</th>
<th>Restricted funds £</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td>19,845</td>
<td>-</td>
<td>19,845</td>
</tr>
<tr>
<td>Current assets</td>
<td>532,993</td>
<td>135,517</td>
<td>668,510</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>(39,067)</td>
<td>-</td>
<td>(39,067)</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>513,771</strong></td>
<td><strong>135,517</strong></td>
<td><strong>649,288</strong></td>
</tr>
</tbody>
</table>

10. Related party transactions
James Yue Jia Chen is a director of Adlens Ltd and its associated companies. During the period Adlens Ltd donated 11,200 units of adjustable glasses to Vision for a Nation Foundation with a notional cost value of £29,867 (2014, £12,635).

11. Share capital
Vision for a Nation Foundation is a company limited by guarantee and does not have a share capital.

12. Contingent liabilities
There were no contingent liabilities as at 31 December 2015 nor at 30 June 2014.

13. Capital commitments
There were no capital commitments as at 31 December 2015 nor at 30 June 2014.