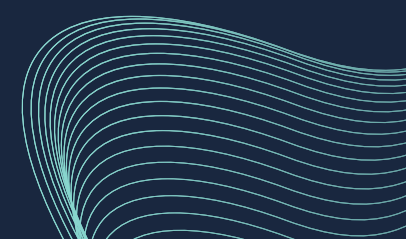


ANNUAL REPORT

2023



**FREO<sub>2</sub>**  
FOUNDATION



# EVERY BREATH IS A CHANCE AT LIFE.

By improving oxygen access for children in low-resource settings, we strive to reduce inequalities in healthcare and envision a world where every child can breathe, live, and thrive.



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# A NOTE FROM THE CHAIR

Dear FREO2 Community,

As we reflect on the accomplishments and transformative changes that defined 2023, I am honoured to share the journey of our organisation in this year's annual report. The challenges we faced have shaped clearer directions, and as we step into 2024, I do so with an unwavering sense of optimism for the future of FREO2.

A significant shift within FREO2 has been the recalibration of our leadership team. I am delighted to welcome new board members – Marcus Fazio, Dr Isiye Ndombi, Máire Ruane, and Prof Rob Moodie. Together with Co-Founders and Directors, Dr Bryn Sobott and Dr David Peake, the new leadership team brings a depth of diverse expertise, wealth of knowledge and commitment to our mission that will help guide our strategic vision.

The appointment of Máire Ruane as our new CEO marks a pivotal moment in our organisational trajectory. Máire's dedication and extensive experience within FREO2, coupled with her passion for our mission, make her an invaluable leader as we navigate the path forward.

With change comes transition, and we bid farewell to departing Co-founder and Ex-CEO, Dr Roger Rassool, Board Director, Greg Santamaria and Company Secretary, Sue Jaffer. We thank them for their many years of dedicated service that have shaped FREO2 and we wish them continued success in their future endeavours.

In July 2023, we launched our new Maximising Oxygen Miles (MOM) strategy – a three year roadmap underscoring our commitment to extending our reach to areas where the need for oxygen is most critical. This strategy sets the stage for sustainable growth, and we are excited to see the positive impact it will have on our operations.

On behalf of the board and our global team, I want to express my sincere gratitude to our dedicated in-country teams, partners, and government collaborators at both national and local levels for your kindness and support throughout the year. As we look ahead, we acknowledge the challenges that await us – from executing MOM to addressing gaps in funding. Yet, with your continued support and our collective efforts, I am confident that 2024 will be a year of tremendous scale and impact for FREO2.

Together, we are building a world where every child has access to life-saving interventions.

Thank you for your unwavering support.

**TAMARA KWARTENG**

*Chair, Board of Directors*  
FREO2 Foundation



# A NEW CHAPTER

## Dear Friends and Supporters of FREO2,

I am Máire Ruane, and I feel very humbled to introduce myself as the new CEO of FREO2. Having worked with the organisation for nearly three years in various capacities and as 2IC to the previous CEO, I am honoured to assume this role during a period of significant changes and milestones. I feel so fortunate to be chosen to lead FREO2 into the next chapter of its journey and I wholeheartedly commit to preserving the legacy of our co-founders and carrying forward their vision.

My background includes experience in entrepreneurship, innovation, strategy, business architecture, and portfolio management. However, the most profound influence on my life is a deeply personal experience—a harrowing encounter with the devastating effects of hypoxia and lung failure in August 2019. I struggle to find adequate words to describe the horror of the moments when my lungs could no longer absorb oxygen. The memories serve as a stark reminder of the critical nature of the work we do at FREO2. It is our mission to prevent tiny babies and children from enduring needless suffering due to this dreadful disease.

Two simple interventions, if made available earlier in my own experience, could have potentially changed my outcome. Coincidentally, these are the very things FREO2 is committed to bringing to the furthest corners of the world:

- A pulse oximeter: this simple device ensures the most critical children are prioritised for treatment.
- Timely access to oxygen: earlier access to oxygen can have a significant impact on outcome.

At FREO2, we are acutely aware of these facts, they fuel our passion to make oxygen more reliable, accessible, and affordable. We must do this better and we must do this faster.

Highlights from this year include the commencement of our three year strategy, *Maximising Oxygen Miles*, an initiative aimed at taking oxygen even further to regions where mortality rates are unacceptably high. 2023 has also seen us reach some significant milestones, we have installed a total of 50 FREO2 Oxylink Systems across three countries and we have treated over 10,000 children and babies with FREO2-enabled oxygen since 2018. I was fortunate enough to meet our 10,000th patient whilst visiting a hospital outside Karatu in Tanzania.

I firmly believe in the immense value that can be created when courageous leaders come together to pursue audacious goals. I am surrounded by exceptional leaders in Africa, the Pacific Islands, and Australia, and I am filled with optimism about what we can collectively achieve. In the pages of this report, you will find their voices and many more.

Thank you for your unwavering support and for being a part of this journey with us. Together, we can maximise oxygen miles so those who need it most receive it first.

With gratitude,

**MÁIRE RUANE**

CEO

FREO2 Foundation





**Respiratory failure claims the lives of more than 1.6 million children under the age of five every year.**

This includes fatalities from pneumonia, birth asphyxia and preterm births. Despite the preventable nature of these deaths, children residing in low-resource settings face significant barriers to accessing life-saving treatment.

# BARRIERS TO HEALTHCARE



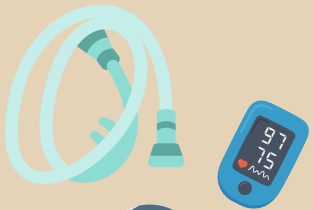
Poverty and financial limitations

Cost and access to transportation

Gender inequalities that divest a woman's decision making power

Lack of awareness, traditional and religious beliefs and low health literacy

Late referrals and poor health facility infrastructure in their community



The exorbitant cost of oxygen cylinders

Oxygen concentrator breakdowns caused by climate conditions, inadequate maintenance and volatile electricity

Unreliable electricity supply disrupting oxygen delivery

Many healthcare workers lack the necessary training to accurately diagnose and effectively treat respiratory illnesses

Even if a mother makes it to a healthcare facility, there are still several barriers to oxygen access in low-resource settings.

# BARRIERS TO OXYGEN

Oxygen is a simple, life-saving intervention and it should be accessible, reliable and affordable for all.

# A PROVEN SOLUTION TO AN URGENT NEED

At FREO2, we offer Oxygen as a Service (O2aaS) – a reliable, affordable, and accessible solution.

Our O2aaS suite includes innovative products that guarantee an uninterrupted supply of oxygen. It encompasses clinical training for prompt diagnosis and treatment, technical training for sustainable maintenance and support, and real-time performance analysis and insights to measure our impact. We maximise oxygen miles by delivering our O2aaS suite to remote healthcare facilities in under-resourced communities.

## Oxygen as a Service (O2aaS)

### UNINTERRUPTED OXYGEN SUPPLY



#### Product

- We develop fit-for-purpose oxygen innovations for low-resource settings. Our system provides a continuous flow of oxygen, even when power is out.
- Power stabilisation and robust oxygen concentrator design increases the concentrator lifespan.

#### Support and Maintenance

- We have central workshops within commutable distances from facilities (Hub and Spoke Model)
- Our 'Swap and Go' model guarantees concentrator uptime and extends lifespan.
- We build capacity into national investments in bio-medical engineering.
- Integrated with Ministry of Health (MOH)

### CAPACITY BUILDING



#### Clinical Training and Testing

- We provide training to healthcare workers on pulse oximetry and oxygen therapy.
- This leads to prioritised referrals, better diagnosis and informed discharges.
- Our 'train the trainer' focus builds capacity within national health systems.
- Integrated with MOH

#### Technical Training

- We have teams of local technicians in-country who are trained to install, provide technical support and maintain the Oxylink Systems.
- These technicians collaborate closely with our innovation team to tailor products to suit in-country conditions.
- Integrated with MOH

### DATA AND ANALYTICS



#### Real-time Analysis

- Health facilities and MOHs are provided with timely performance analysis and real-time insights to support program design, decision making and provide donor transparency.
- Evidence framework is designed to provide transparency to investors/donors, inform policy makers

### AWARENESS



#### Education and Outreach

- Campaigns lead to increased care-seeking behaviour that leads to earlier diagnosis and improved health outcomes.

# 2023 MILESTONES

2023 saw a 71% growth over 2022 in the number of children treated, and a 22% growth in the number of FREO2 Oxylink Systems installed.

## UNINTERRUPTED OXYGEN DELIVERY

🎯 Strategic Plan Target (June 2026)

**10,104** Children treated with FREO2 enabled oxygen.



**50** FREO2 Oxylink Systems delivering an uninterrupted oxygen supply.



**247** Beds supplied with FREO2 oxygen.

**47** Remote health facilities with FREO2 Oxylink Systems installed.

## CAPACITY BUILDING

**1,057** Healthcare workers trained in pulse oximetry and oxygen therapy delivery.

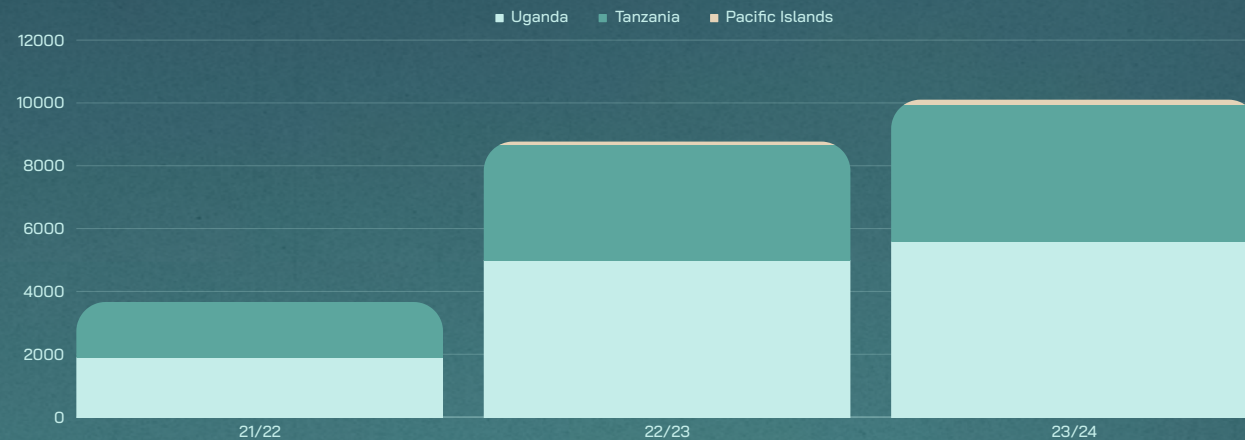


**32.2%** Average knowledge uplift from training sessions with healthcare workers.

**22** Technical staff trained in oxygen system maintenance.

**29** Systems serviced, ensuring uptime and extended lifespan.

Progression on children treated with FREO2-enabled oxygen per country over time (cumulative)





# WHAT IS THE FREO2 OXYLINK SYSTEM?

The current FREO2 Oxylink System is designed for health facilities that experience frequent power outages, surges in electricity and humid and dusty environments.

Our current model integrates with the FREO2 Oxylink Concentrator only and comprises the following parts:

## FREO2 Oxygen Distribution System (ODS)

The patient receives oxygen from the Oxygen Distribution System (ODS) flowbox, which pipes oxygen at low pressure to the bedside.

## FREO2 Stack Lamp

Indicates the status and source of the oxygen supply to nurses and clinicians.

## FREO2 Oxylink Concentrator

✓ CE Certified

Oxylink is a FREO2 oxygen concentrator, specifically designed for low-resource health facilities in challenging environments that experience unstable electricity or prolonged blackouts. The FREO2 Oxylink Concentrator has a robust filtering system designed for humid and dusty environments.

## FREO2 Snorkel

An additional filtration system to prolong the life of and allow the Oxylink to operate in extremely dusty environments.

## Oxygen Cylinder

An oxygen cylinder is connected to the system for backup oxygen supply during a power outage. A Prioritiser Switch, built-in to the Oxylink, switches the oxygen source without requiring health worker involvement.

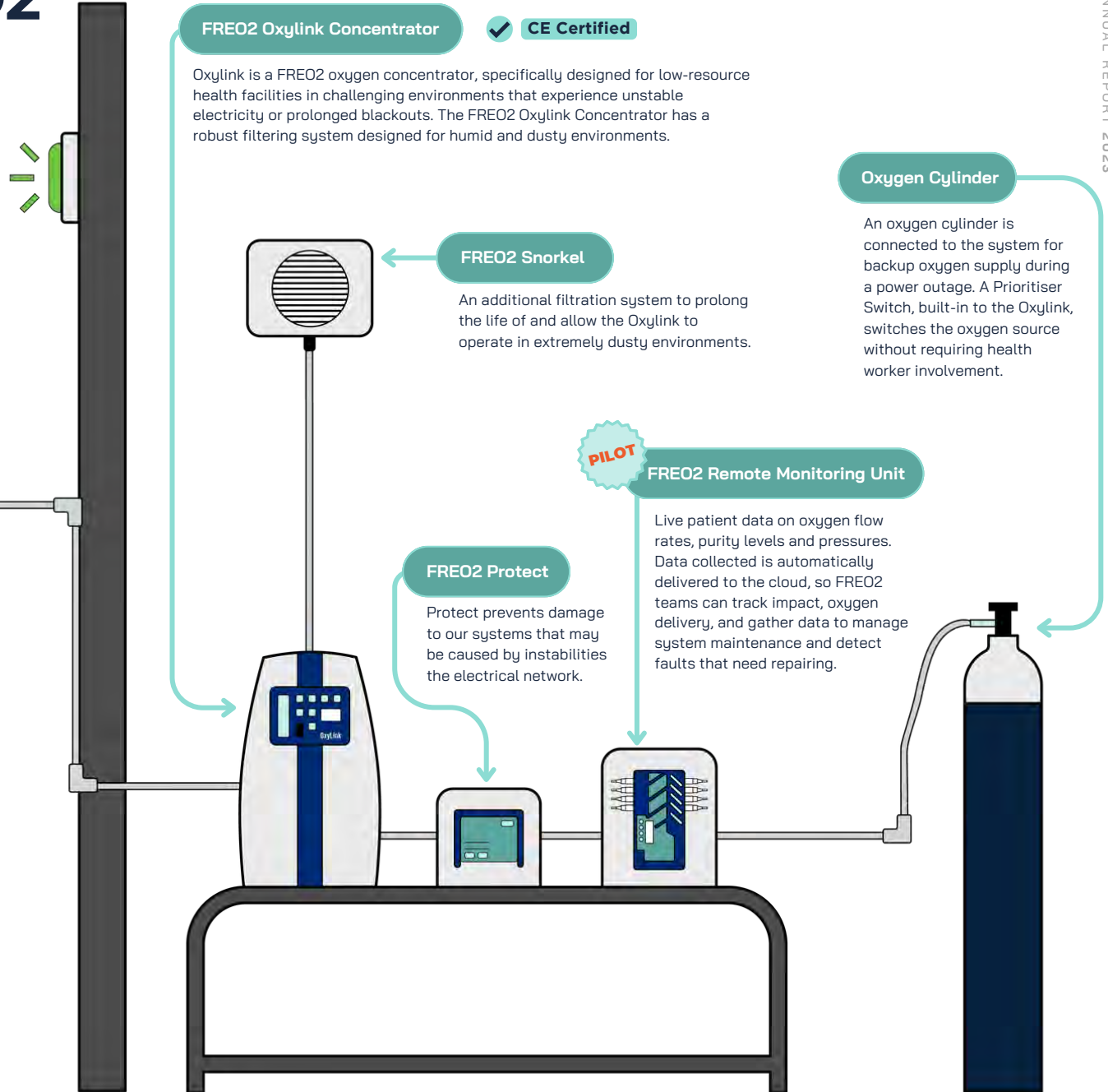
PILOT

## FREO2 Remote Monitoring Unit

Live patient data on oxygen flow rates, purity levels and pressures. Data collected is automatically delivered to the cloud, so FREO2 teams can track impact, oxygen delivery, and gather data to manage system maintenance and detect faults that need repairing.

## FREO2 Protect

Protect prevents damage to our systems that may be caused by instabilities the electrical network.



# INTRODUCING MOM...

WATCH THE VIDEO

We are extremely proud to have begun implementing our FY24–26 Strategy, Maximising Oxygen Miles (MOM). This strategy leverages our seven-year track record to enhance service quality and steadily deepen our reach.

Partnering with remote healthcare facilities in under-resourced communities, we ensure that oxygen reaches areas where its impact is most valued — a concept we term maximising oxygen miles.

Our plan works through three pillars, each with clearly articulated goals in support of our mission to improve access to oxygen.



## EXCEL

**Excel** in product leadership and data harnessing so that we are recognised as the world experts in oxygen technology innovation for under-resourced communities.

### Excel Objectives (By June 2026)

- FREO2’s storage solution is demonstrating a 50% reduction in the cost of delivery for one litre of oxygen.
- All FREO2 systems are equipped with FREO2 Remote Monitoring Units, providing real-time data that is monitored through a global dashboard.
- 60% of FREO2’s customers would recommend O2aaS to other facilities.
- FREO2’s Oxygen Distribution System (ODS) has the capability to be fully assembled within the country of operation.



## DEEPEN

**Deepen** in-country presence by cultivating strong enduring partnerships that realise our strengths within the social value chain as we establish a playbook that will enable confidence when growing hubs in other countries.

### Deepen Objectives (By June 2026)

- 30% reduction in the cost to treat a child with respiratory illness.
- Installed 400 systems with an annual capacity to treat 1,820,000 children.
- The Hub and Spoke maintenance model maintains 400+ multi-region systems in a scalable fashion.
- Deployed O2aaS across all appropriate facilities in the Solomon Islands.



## STRENGTHEN

**Strengthen** governance, partnerships, financial performance and operations to build financial resilience and the confidence to execute our three-year plan.

### Strengthen Objectives (By June 2026)

- 20% of our funding will be direct or indirect contributions from in-country governments.
- 50% of our funding will be attributed to partner contributions.
- We will have raised \$10 million AUD in partner and donor funding over the strategy period.
- We will increase our unrestricted funding from 15% to at least 40% of multi-year and untied funding.
- We will attract 10% of our funding from new donors each year.

# MOM: THE OXYGEN MILE

## WHAT IS AN OXYGEN MILE?

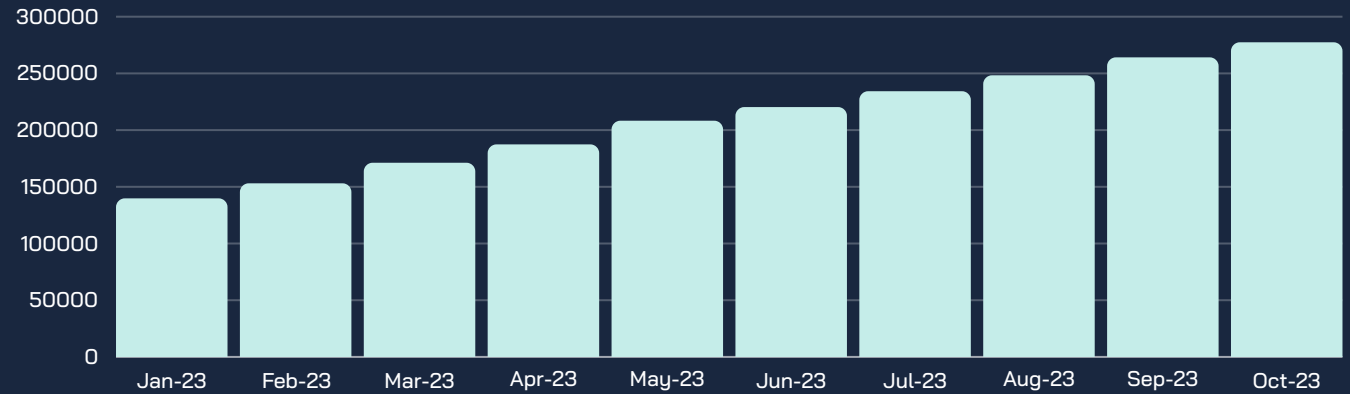
At FREO2, we measure progress using the concept of the "oxygen mile," which quantifies the cost and logistical challenges of delivering medical oxygen to remote areas.

To put it simply, an oxygen mile equates to children treated multiplied by the distance reached. For FREO2, a litre of oxygen delivered to a child in a remote area is of greater value than a litre delivered within a city centre.

We calculate the distance reached by measuring the distance from the new installation to the nearest referral facility.

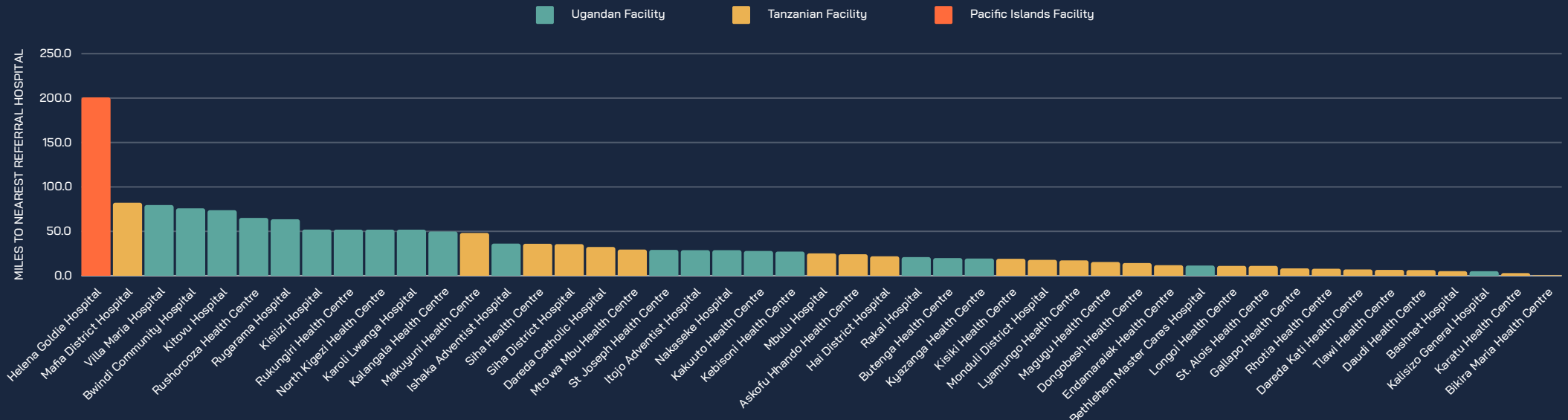
## CHILDREN.MILES PER MONTH

The graph below shows the increasing number of children.miles achieved over the past year. This is reflective of both an increase in the number of children treated as well as new installations pushing further into the periphery of healthcare systems.



## THE NEAREST REFERRAL FACILITY

The graph below shows facilities with FREO2-enabled oxygen and the distance each is from their nearest referral hospital.



# 2023 HIGHLIGHTS

## MAXIMISING INSTALLS WITH A SYSTEMATIC APPROACH

This year, we've focused on standardising on-the-ground installation procedures, processes and training initiatives. This focus is necessary if we are to achieve our ambitious scaling targets. Led by Msira Mageni, our Technical Team in Tanzania showcased the success of these efforts by installing six FREO2 Oxylink Systems in just six days this quarter.

Before each installation, our team meticulously follows procedures, including pre-installation and general needs assessments. These steps set baselines, identify potential obstacles, and address oxygen delivery demands for each site. Standardising these procedures is as crucial as the Oxylink Systems themselves, streamlining our path to effective installations.

This systematic approach has improved our ability to serve communities with speed and effectiveness. The six newly installed sites across Northern Tanzania now have the capacity to treat 30 children simultaneously. Additionally, our team has successfully trained 60 healthcare workers in pulse oximetry and oxygen therapy delivery.

While we would love to see more of this, limited funding is holding us back. As we implement our new three-year strategy, Maximising Oxygen Miles, we aim to raise funds that will support growth. With a consistent, well-designed approach and increased funding, we will be well-positioned to confidently establish our Oxygen as a Service (O2aaS) model in any low-resource setting.



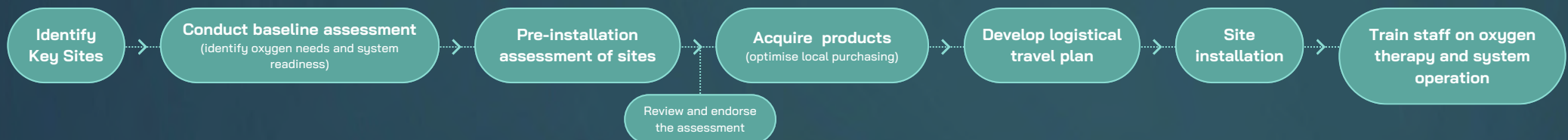
## 50 SYSTEMS

This year marked a significant achievement as we have successfully installed 50 FREO2 Oxylink Systems. This milestone was reached at the conclusion of the six installations in just six days at Makuyuni Health Centre in Northern Tanzania. It positions us well on our path to fulfilling our annual goal of 100 systems and our strategic objective of 400 systems by June 30th 2026.

The Oxylink System, comprised of six key components, is purpose-built for low-resource settings, ensuring a continuous oxygen supply to patients, even during power outages. By reducing the reliance on expensive oxygen cylinders, it substantially lowers the cost of oxygen therapy treatment per patient while simultaneously capturing real-time data on oxygen delivery.



### Our Pathway to Simplified Installations



# 2023 HIGHLIGHTS

## DEEPENING PARTNERSHIPS IN EAST AFRICA

Máire's visit to East Africa in September, her first as CEO but one among several during her tenure at FREO2, proved to be productive. She journeyed through Uganda, Tanzania and Kenya, visited FREO2 health facilities, met with global donors, and held discussions with Uganda's Ministry of Health (MOH).

This trip was invaluable in raising FREO2's profile with potential partners. In Kenya, we met with the Center for Public Health and Development (CPHD), a fellow CoLab/UK Aid grantee, gaining a deeper understanding of their approach. They are strong candidates for a FREO2 partnership to expand our operations into Kenya. During our time in Kenya, we had the privilege of traveling with the CoLab Team, they subsequently visited a FREO2 supported facility in Kisiizi Uganda and were thoroughly impressed with the FREO2 system and our team.

In Uganda, a successful meeting with the MOH saw both parties committing to collaborate in securing funding for our services. Máire also met with the Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) Uganda team, led by Dr Edward Bitarakwate, and held insightful discussions with the Gould Family Foundation (GFF) and the Babies And Mothers Alive (BAMA) Foundation.

In Tanzania, discussions with FAME, a hospital in Karatu, explored potential partnership opportunities. Each meeting represented an opportunity to extend the reach of life-saving oxygen to more regions in East Africa. We eagerly anticipate the development of these partnerships over the next quarter.



Visiting facilities with CPHD and CoLab in Kenya.



Meeting with Uganda Ministry of Health

## A NEW ALLY: OXYGEN ALLIANCE

FREO2 is thrilled to announce we have become members of the Oxygen Alliance; a dynamic coalition focused on enhancing healthcare infrastructure in low- and middle-income countries. Our shared goals and commitment to making a positive impact have brought us together, and we are inspired by the potential of this collaboration.

Together, we believe that with proper repair, maintenance, and support, many oxygen systems can be revitalised, ensuring prolonged usage and saving both time and money. By restoring these devices, we can enhance access to life-saving oxygen equipment and ultimately save more lives. Our partnership with the Oxygen Alliance represents a significant milestone in our collective mission.

## SUCCESS IN THE PACIFIC ISLANDS

In September, we successfully completed the first two stages of our Pacific Islands Expansion Program, underscoring the critical need for FREO2 in the Solomon Islands and beyond. This success paves the way for seeking funding from strategic partners to expand the model across new countries in the region. We are already seeing an increased interest from the Ministry of Health and Medical Services (MHMS).

We installed three Oxylink Systems in two health facilities, resulting in a 70% reduction in oxygen cylinder purchases and usage by the hospitals. We also demonstrated cost savings, with a \$25,900 annual cost savings in oxygen consumption per system. Our system now operates at 61% lower cost compared to the previous "cylinder-only" approach at the national hospital.



FREO2's first patient in the Pacific, baby Madeleine Rose, and her mother.

# 2023 HIGHLIGHTS

## IN-COUNTRY STRATEGY LAUNCH WORKSHOPS

Our Tanzanian and Ugandan teams came together in May to focus on how they will collaborate on our Maximising Oxygen Miles (MOM) Strategy. In a successful team workshop day, we achieved key milestones:

- 1. Endorsement of Implementation Plans:** The Uganda and Tanzania plans align seamlessly with the goals, objectives, and vision of the FREO2 MOM strategy.
- 2. Stakeholder Strategy:** We gained clarity and endorsement for each country's stakeholder strategy, outlining approaches to secure partners and anticipate system demand. This ensures alignment with our installation goal of 200 systems in each respective country.
- 3. CEO's Vision:** Insights into the CEO's future vision for FREO2 were shared, fostering a shared understanding and commitment among the team to our long-term goals.
- 4. Product Strategy and Roadmap:** The team gained an understanding of the FREO2 product strategy and roadmap, encompassing proposed project management approaches and tools for large-scale implementation.

The day featured presentations from Australia and detailed country plans. Particularly noteworthy was Tanzania's (led by Msira) impressive plan, with recommendations that resonated throughout subsequent discussions. The team fully embraced the MOM strategy, setting a positive tone for future endeavours.



The Ugandan and Tanzania teams working together to launch the MOM strategy

## STRENGTHENING MOH TIES

The FREO2 teams in both Uganda and Tanzania have been actively collaborating with their respective Ministries of Health to contribute the development of National Oxygen Scale Up Plans. This joint effort not only underscores our commitment to addressing oxygen access challenges but also provides a significant opportunity to strengthen our relationships with these key stakeholders.

This year, FREO2 had the privilege of engaging in direct discussions with the health departments of both Uganda and Tanzania. During these interactions, both countries expressed a dedicated commitment to supporting FREO2. We are optimistic about witnessing tangible actions and progress in enhancing oxygen access within their borders in the coming year.

## A NEW LEADER

In July this year, Máire Ruane, stepped up to be the new CEO of FREO2. With nearly three years of prior engagement in various capacities within the organisation and serving as ZIC to the previous CEO, Máire assumes her position during a transformative period marked by significant changes and milestones.

Máire's professional background is diverse, covering entrepreneurship, innovation, strategy, business architecture, and portfolio management. However, her deep commitment to FREO2 is rooted in her own personal experience of hypoxia and lung failure. This alarming event serves as a poignant reminder of the critical mission at FREO2, reinforcing Máire's dedication to preventing needless suffering in children affected by this dreadful disease.

As she takes the helm, we look forward to seeing Máire's passion drive the organisation to new heights, fostering further growth and impactful outcomes.

# LEADERSHIP

## BOARD OF DIRECTORS

### **Tamara Kwarteng**

Chair – FREO2 Board

### **Dr David Peake**

Director and Co-founder – FREO2 Board

### **Dr Bryn Sobott**

Director and Co-founder – FREO2 Board

### **Marcus Fazio**

Director – FREO2 Board

### **Máire Ruane**

Director and CEO – FREO2 Board

### **Prof Rob Moodie**

Director – FREO2 Board

## GLOBAL TEAM

### **Nico Snellen**

Project Manager: FREO2 Pacific Islands Program – Global Team

### **Kate Holland**

Marketing and Communications Manager – Global Team

## UGANDA

### **Sheillah Bagayana**

Country Manager – Uganda

### **Aminah Nanyondo**

Programs Manager – Uganda

### **Hilda Bugingo**

Biomedical Engineer – Uganda

### **Anitah Niwensiima**

Biomedical Engineer – Uganda

### **Patrick Semata**

Technician – Uganda

### **Frank Kiwanuka**

Technician – Uganda

## THE PACIFIC

### **Dr Divi Ogaoga**

Country Manager – Solomon Islands

### **John Donga**

Technician – Solomon Islands

## TANZANIA

### **George Massay**

Country Manager – Tanzania

### **Msira Mageni**

Programs Manager – Tanzania

### **Dr Josephat Anney**

Clinical Training Lead – Tanzania

### **Dr Chrispin Gaare**

Clinical Lead – Tanzania

### **Petro (Babu) Msuya**

Senior Technician – Tanzania

### **Damiano Massay**

Senior Technician – Tanzania

### **Anatoli Umbu**

Senior Technician – Tanzania

### **Alex John**

Technician – Tanzania

### **Caroline Wairimu**

Storyteller and Advocacy Lead

# MIRACLES AND LESSONS FROM 'BABY 10,000'

*As we celebrated a remarkable milestone - having treated 10,000 children - our FREQ2 Storyteller, Caroline Wairimu, embarked on a journey with our team to visit FREQ2-supported health facilities in Karatu, Tanzania. What unfolded during this visit was a tale of hope, and at the heart of it all, the story of "Baby 10,000".*

We set off for the Mang'ola facility in the afternoon. We travelled for about three hours, initially passing small villages, then some Maasai huts, then nothing except the odd cow or shepherd herding goats. The soil was rocky and barren for miles on end. As we finally approached the facility, a massive, curved wall of red brick seemed to miraculously rise from the earth and soar into the heavens. The wall was simple, beautiful and thoughtfully designed.

As we made our way to the Toto Ward (Children's Ward), a sign caught my eye, labeled "Dad, Mum and Baby Clinic." This inclusion of "dad" gave me hope, perhaps a sign of shifting gender roles in this village. We discovered that the facility was funded by a Spanish faith-based foundation and operated without government support, offering free services to all.

Inside the ward, our visit coincided with the treatment of the 10,000th baby with FREQ2 enabled oxygen. Sister Francesca cradled a tiny baby "Emmanuel" as she shared the impact of our system. Before FREQ2, there was no oxygen, and many children had been lost. She told us babies like Emmanuel would not have survived the journey to the closest district hospital and that every year 220,000 babies are born preterm in Tanzania. Since our system's installation, 263 children have received treatment. Emmanuel, born two months premature, had received FREQ2-enabled oxygen for two weeks, starting at 1.5 litres and gradually weaning off. We called him 'baby love.'

Emmanuel's mother, a hardworking woman, shared her joy, saying, "My baby is doing really well, and I was not expecting such progress." She had worked up to 18 hours per day, even during pregnancy, performing strenuous tasks to support her family. This is a common reality for many women in Tanzania, where gender roles are deeply entrenched, and women often bear the responsibility of providing income and managing households, even while pregnant. Stressful working environments and poor living conditions have been associated with an increased risk of preterm birth and its recurrence.

But that wasn't the only hurdle for Emmanuel's mother. She recounted her challenging journey to the hospital, navigating bumpy roads on a motorbike when she felt something wasn't right. Sister Francesca held hope that both mother and Emmanuel would soon return home.

We also heard that word was spreading in the community and more and more mothers were bringing their babies for treatment. Soon they wouldn't be able to deal with demand and Sister Francesca asked FREQ2 for more.

What struck me most about the Mang'ola facility was its minimal equipment and lack of fancy devices. Funding was evidently tight, yet the performance data was impressive. It was apparent that Mang'ola's success was driven by warmth, love, and compassion. There's a lot we could all learn from Mang'ola.

*Mang'ola is a shining testament to our latest three year strategy, Maximising Oxygen Miles, a tangible demonstration of our commitment to extending oxygen access to underserved facilities. In doing so, we maximise the value of every litre of oxygen, recognising that its delivery to remote regions holds far greater significance than within city centres.*





# GENDER EQUITY

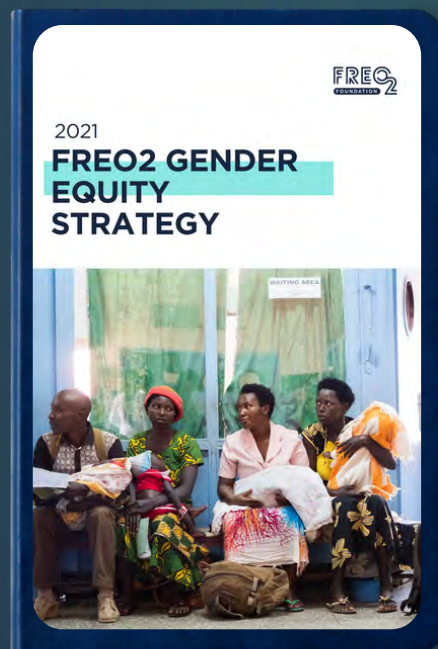
We are thrilled to announce that FREO2 has successfully accomplished all objectives outlined in our transformative 3-year Gender Equity Strategy, launched in collaboration with partners Grand Challenges Canada and Kore Global in July 2021.

At FREO2, we firmly believe in the transformative power of gender equality, viewing it not just as a fundamental human right but as a pivotal driver for advancing global health outcomes. Recognising that addressing gender inequalities is integral to achieving our mission of improving access to oxygen and reducing health disparities, we have prioritised gender equity policy and strategy development across our organisation.

Evidence has shown an undeniable interconnection between maternal and child health. Studies by Save the Children, the Population Reference Bureau, and UNICEF underscore the interdependence of newborn survival and maternal well-being. Unfortunately, regions grappling with high maternal mortality rates also witness elevated rates of neonatal deaths. A nurturing environment for children cannot be provided if their mothers are deprived of happiness, good health, and empowerment necessary to care for them.

FREO2's Gender Equity Committee diligently monitored the progress of our Gender Equity Strategy, and we are thrilled to report the successful accomplishment of all objectives by July 2023! As we continue our work in this domain, we eagerly anticipate gathering further insights to shape our next global Gender Equity Strategy.

Excitingly, Kore Global has chosen FREO2's Gender Equity Strategy for inclusion in its showcase of exemplary non-profit gender strategies. Additionally, FREO2 proudly presented at the recent Grand Challenges Canada and Kore Global: GCC Gender Equality Community of Practice Conference.



LEARN MORE ABOUT OUR ACHIEVEMENTS

READ THE FULL STRATEGY

# OBSTACLES AND INSIGHTS

Collecting data on oxygen flow rates, purity levels, and system pressures for our Oxylink System relies on remote monitoring units. These units transmit data to the cloud automatically, enabling our FREO2 teams to monitor impact, oxygen delivery, and system maintenance data. However, challenges have arisen due to unstable fluctuations in Wi-Fi connectivity.

- **Insight:** Our product team in Melbourne is actively exploring solutions to address this issue in the next monitoring iteration, with a potential shift towards a more open-source system.

During our recent visits to Uganda and Tanzania, heavy rains had left many roads in poor condition, significantly affecting travel and necessitating frequent schedule adjustments.

- **Insight:** Future trips will need to be planned to accommodate wet seasons, allowing for ample visitation time. Additionally, consistent van maintenance is crucial to minimise disruptions to in-country teams.

While traveling in East Africa with bilateral funders, concerns about proximity to conflict-affected neighbouring countries led to the inability to visit certain facilities due to safety concerns.

- **Insight:** Safety considerations must be a priority when planning donor and funder visits, and appropriate safety measures must be in place. This extends to safeguarding our team during national travel.

Our in-country teams have been operating with lean staffing structures for an extended period. As we scale, it's become evident that the current individual country-focused structure may not be sustainable.

- **Insight:** We're transitioning toward a more regional team approach, leveraging strengths to address existing gaps in team structures.

Rising transportation and fuel costs.

- **Insight:** We are actively exploring potential partnerships within the fuel industry to mitigate transportation expenses on the ground.

Escalating freight costs for shipping product and parts from Australia.

- **Insight:** We are working to negotiate discounts with freight organisations and we are looking at opportunities to assemble and purchase most product and parts within Africa. This is inline with our MOM strategy objectives.

# SUPPORTERS

Our work at FREO2 could not be done alone. Below is a list of supporters who have fuelled FREO2's mission through grants, donations, time, skills, and in-kind contributions.

Our heartfelt gratitude extends to each supporter for their generous investment, collaboration, and unwavering commitment to improving oxygen access.

If you share our vision, consider joining our global supporters – [donate today.](#)





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