



## **INGO Accountability Charter Annual Report 2012**

Completed by:  
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#### Information on numbering

As a member organisation of the INGO Accountability Charter, Sightsavers is required to produce an annual report compliant with the Global Reporting Initiative to a Level C standard. A reporting template is provided for this purpose and this template has been used to construct the report.

All sections are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at [www.globalreporting.org](http://www.globalreporting.org)

## 1. Strategy and analysis

### 1.1 Statement from the most senior decision-maker of the organization [GRI NGOSS: p. 25]

This is Sightsavers second INGO Accountability Charter report. We were very pleased that the Independent Review Panel feedback was positive last year, saying our report was 'good, in particular for a first report'. We have taken on board the areas they said could be improved, although we recognise that there is still further to go.

Our strategic framework is as follows:

Our vision is of a world where no one is blind from avoidable causes, and where visually impaired people participate equally in society. We are an international organisation working with partners in developing countries to eliminate avoidable blindness and promote equality of opportunity for disabled people.

Our strategy is encapsulated by four change themes – divided into 'ultimate aims', which if achieved would mean we had completed our mission, and 'shorter term aims', which we intend to achieve over the planning horizon we have set ourselves (until 2018). In some countries where we work we hope to get close to the ultimate aim during that period, and where we do we will be able to exit from that country.

The four change themes are set out in this report, covering health, education, social inclusion and community development, as they relate to our overall vision and mission. The implementation and management of the strategy is covered by our 'SIM card' (Strategy, Implementation and Monitoring Card), a balanced scorecard which includes a strategy map and indicators and targets for each objective. We have an interactive dashboard on our intranet which captures these measures and is the primary tool used by the senior team for monitoring performance. As indicated in last year's report, we have put this dashboard on our website in 2012 and the data is available publicly to ensure transparency. A copy of the strategy map is attached.

Our Sustainability Statement, referred to last year, is still the best encapsulation of our overarching aims. The Sustainability Statement is available on our website and is summarised below.

As a responsible global citizen we consider our impact on the communities where we work, on the environment and the promotion of ethics in our engagement with others. We set out our environmental policy in brief, including a commitment to develop methods to assess our environmental performance. We commit to the development of local staff where possible rather than using expatriates, and to aligning our work with national government plans rather than developing parallel systems. We partner with ministries of health and education in all the countries where we work. We are members of the Inter Agency Procurement Group, which sets out standards we expect our suppliers to follow.

As an organisation that people trust we outline our financial policies and procedures (our Financial Framework is posted on our website), explain how we protect against and root out fraud (including whistleblowing policies), manage risk and monitor and evaluate programmes and campaigns. Our approach to community participation and

accountability to supporters and beneficiaries is briefly described (including our child protection policy). We also set out our governance and leadership structure.

As a great place to work, we set out our approach to health, safety, security, equal opportunities, recruitment, learning and development and performance management. We have a biennial staff survey and assessment of our board performance.

We consider the INGO Accountability Charter to be very important as an external benchmark – I am on the board of the Charter company – and way of reporting on our Sustainability Statement. In addition to being signatories of the INGO Accountability Charter, we have also committed to reporting under the International Aid Transparency Initiative (IATI) for the first time by 2013.

We have set a range of targets for ourselves over the next few years, at the outcome level (as part of our SIM card) and more broadly. Our SIM card targets for 2013 are mostly set – one or two are being reviewed at the time of writing of this report. Our goals over the next 12 months are articulated in our Annual Report and Accounts, which will be posted on our website within the next few months.

In essence we will be looking to stretch ourselves in terms of all fourteen of the SIM card objectives, and specifically our top priorities for the next few years are to:

- Build on our strengthening position within neglected tropical diseases (NTDs), moving from a control agenda to an elimination agenda. In particular complete the global mapping of trachoma and scale up the elimination strategy.
- Place a major focus on programme quality – using the recent information from our clinical assessments with our partners, improving our programme and grant management capability, developing our M&E, quality and impact assessment systems and accessing more technical expertise.
- Take a more systematic approach to strategic alliancing, to amplify our voice in advocacy, be more effective in our programming and develop more innovative engagement with the private sector.
- Undertake significant work around the ‘value for money’ agenda, both to improve our programmes (to do more for less) and to make better investment decisions
- Ensure our governance and management structures and our internal processes remain fit for purpose as the world changes.
- Expand our policy and research work, so we are confident that we speak not just with conviction but on the basis of hard evidence.
- Intensify our advocacy work around the Post 2015 agenda, striving to achieve a greater recognition for disability within the new framework
- Diversify our funding – expanding internationally, as well as through institutional funding and via a new digital strategy, whilst maintaining and nurturing our existing markets.

Last year we identified a number of trends which will clearly have an influence on our work. We consider these remain valid:

- the global power shift towards BRICS countries (leading us to question how we operate in India in particular – and to set a goal of self sufficiency for our office there), and the challenge of whether to focus on the poorest countries or those with the most poor people (the LIC vs MIC debate)

- the increasing role of the private sector particularly in health care – how should we engage? Our work on trachoma mapping has taken us into closer relationships with the private sector as we take advantage of mobile technology
- the question of the longer term role of INGOs (as some donors seek to disintermediate) and changing governance pressures, which lead us to question our place in the world (and which makes the sustainability question very acute).
- Increasing volatility and instability, both economic and political, leading us to strengthen our risk management and mitigation strategies
- Technology development – with opportunities in digital space for fundraising, campaigning and back office support and technological opportunities in our programmes, but also challenges as donor expectations rise (expectations to track every £1 to the ultimate donor?)
- Increasing demands for value for money and impact assessment – whilst we have good core systems we are still not where we would like to be in this arena.

We are mindful that some of the above challenges may not be gradual – but could be in the form of rapid disruptive change. I am taking part in the disruptive change project with the Berlin Civil Society Centre as this area interests me.

Looking back on 2012, it was a year of tremendous profile raising for the organisation, as our position and policy impact in NTDs increased dramatically particularly via our participation in two landmark events – one in London and the other at the World Bank in Washington. The London Declaration galvanised efforts for the whole community, and DFID made a significant pledge for more funding.

Our outputs for the blinding NTDs increased very significantly, both numbers of beneficiaries reached and community volunteers trained. Elsewhere I was pleased to see our outputs in social inclusion and education improve – an area that has tended to be the Cinderella of our organisation. We still have challenges with attribution on some of our outputs, where we have yet to crack the problem of how to report outputs performed by others which have been enabled by our capacity building efforts.

Our performance at the outcome level, as shown in our scorecard, was mixed. We tightened a number of criteria, making it harder to achieve targets – and in some cases this resulted in apparent decline in performance. Actually underlying performance looks to have improved for almost all indicators, we are just holding ourselves to higher standards and more challenging targets. That said, there are some areas, such as our human resource development in Africa that has a long way to go and will be a long haul.

Stresses in the organisation around the rigorous environment of more restricted grants continued, although we saw improvements in a number of the programmes that had been causes for concern. We were also pleased to score ‘high’ on our mid term external assessment for the DFID PPA. We are being much more systematic in assessing programmes and grant applications than hitherto, to avoid the ‘over promising’ issue. We still feel that we could do more on learning, and notice that this often gets pushed to one side when people are under pressure. That said, we invested significantly in our ‘Developing Country Level Teams’ programme, with modules covering both leadership and technical skills.

We have made advances in our policy and research work – with some of our policy team gaining recognition from international agencies as well as from our DFID mid term review.

Fundraising has been a challenge – particularly in Ireland and Italy, and some of our new markets have been slower to perform than we would have liked. India did well however, as did the UK, showing a significant improvement in the Christmas Appeal compared to 2011.

In short, it has been a year of some significant high points, but with continuing challenge to meet aspirations on delivery. It has been useful spending time with colleagues from the sector – both through the Charter and via our new membership of the Berlin Civil Society Centre. We seem to share many of the same challenges – although it has to be said that our governance structure seems much simpler and easier to manage than many!

Dr Caroline Harper  
CEO  
Sightsavers

## 2. Organisational profile

### 2.1 Name of the organisation [GRI NGOSS: p. 26]

The organisation is known as Sightsavers.

### 2.2 Primary activities [GRI NGOSS: p. 26]

Globally, 285 million people are blind or have low vision, yet 80 per cent of this is treatable or preventable. Sightsavers' vision is of a world where no one is blind from avoidable causes and where visually impaired people participate equally in society. Through the realization of this vision, Sightsavers hopes to contribute to the achievement of the Millennium Development Goals (MDG).

This vision is implemented through Sightsavers' four Change Themes, which focus on reducing poverty through building health and education systems, supporting disabled people and rooting work in community development. Each Change Theme has an ultimate aim and specific aims set for the current strategy period, ending December 2018. Under these are 14 objectives, to ensure all efforts contribute to these aims, each of which has at least one lead (process) and one lag (outcome) indicator. The combination of these aims and objectives forms the Strategy Implementation and Monitoring (SIM) Card. This leads on to the Strategy Map (see next page).

Sightsavers works towards those goals set out in the SIM card, collaborating at all times with partners in the countries where it works. Sightsavers works together with these partners to deliver the programmes and provides a mixture of grants, capacity building, training and expertise as well as ensuring that the work is well managed and beneficiary and supporter requirements are met.

Sightsavers work involves considerable amounts of service delivery – as a key building block of both health and education systems – but this service delivery is done in the context of local systems, strengthening rather than competing with them. The aim is to demonstrate what can be achieved so that others (whether it be governments or in some circumstances other players) can take this work to scale.

Sightsavers gathers evidence that its programmes make an impact and are cost effective, so that the advocacy undertaken to support the demonstration approaches has a strong foundation. Advocacy is usually done with partners or other coalitions as this is more effective. In Sightsavers' social inclusion work, supporting blind and disabled people's organisations to advocate for their members rights is emphasised as this is more powerful than operating just as Sightsavers.

Sightsavers collaborates with agencies working in eyecare (many of whom are members of the International Agency for the Prevention of Blindness, who work together with the World Health Organization on the VISION 2020 programme) and increasingly with other, non-eyecare specific agencies.





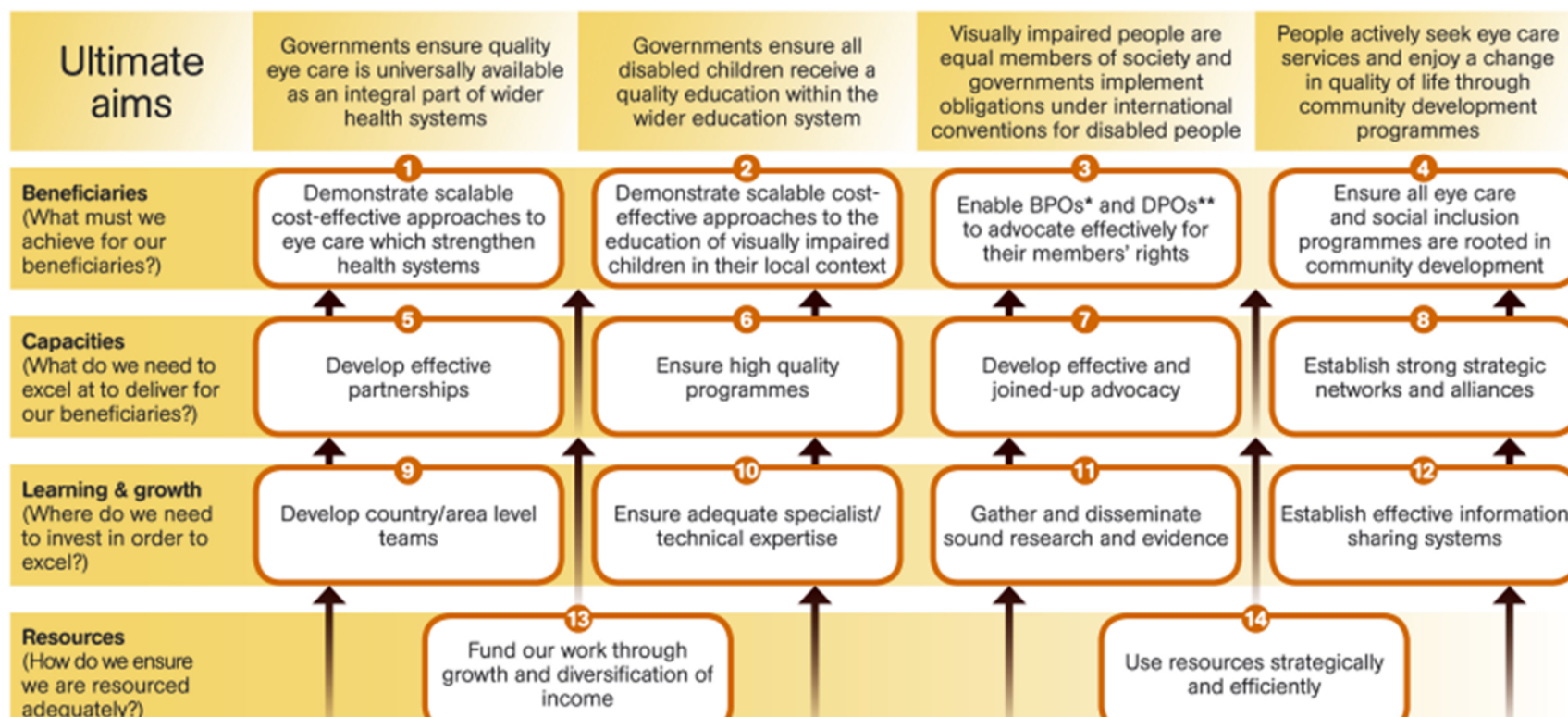
Sightsavers

# The Sightsavers SIM Card

(Strategy Implementation and Monitoring Card)

## The Strategy Map

**Our vision:** No one is blind from avoidable causes; visually impaired people participate equally in society  
**Our mission:** To eliminate avoidable blindness and promote equality of opportunity for disabled people





For many years, Sightsavers has been involved with the control of onchocerciasis (river blindness) and trachoma and the strategy is now moving into an elimination phase rather than just control. These diseases are part of an international focus on 'neglected tropical diseases', with diseases amenable to mass drug administration (MDA) being treated together. Sightsavers is deeply involved with this initiative, and is now treating lymphatic filariasis, schistosomiasis and soil transmitted helminths alongside the blinding diseases where they are co-endemic. This is highly effective for the communities concerned and meets the requirements of donors. Sightsavers' approach using community directed treatments is being taken up widely and has great potential for the treatment of other diseases such as malaria. It is however important to recognise that, particularly for trachoma, MDA is not the full answer, with trichiasis surgery a critical part of avoiding blindness, and water and sanitation key to long term success.

Further information on Sightsavers' activities in 2012 can be found in the Annual Review, which is available on the website.

### **2.3 Operational structure of the organisation [GRI NGOSS: p. 26]**

Sightsavers is an international non-governmental organisation headquartered in the UK. The organisation is governed by a Council of Trustees, which oversees Sightsavers' operations whilst delegating day to day management to the Strategic Management Team (SMT). The SMT consists of the Chief Executive plus representatives of the seven directorates of the organization. These are Programmes, UK Funding and Marketing, International Fundraising Development, Human Resources and Organizational Development, Finance, Planning and Operations, Policy and Strategic Programme Support and Neglected Tropical Diseases.

Management within the Programmes Directorate is split into four regions (including India) and below this by country/area. Details of the countries in which Sightsavers operates are contained within section 2.5 below.

Sightsavers has a number of subsidiary undertakings, established to facilitate alternative fundraising activities in the UK or to expand our fundraising operations and establish a permanent presence overseas. These are:

- Sightsavers (Trading) Limited – UK registered. The key activities of the company are sales of Christmas cards, merchandise and receipt of corporate sponsorship.
- Sightsavers International Inc – registered in the USA.
- Sightsavers International (Ireland) – registered in Ireland.
- Sightsavers International (Italia) – registered in Italy.

In addition, Sightsavers Indian operations are undertaken under a Trust established in India. There is a management agreement between Sightsavers India and Sightsavers establishing the relationship.

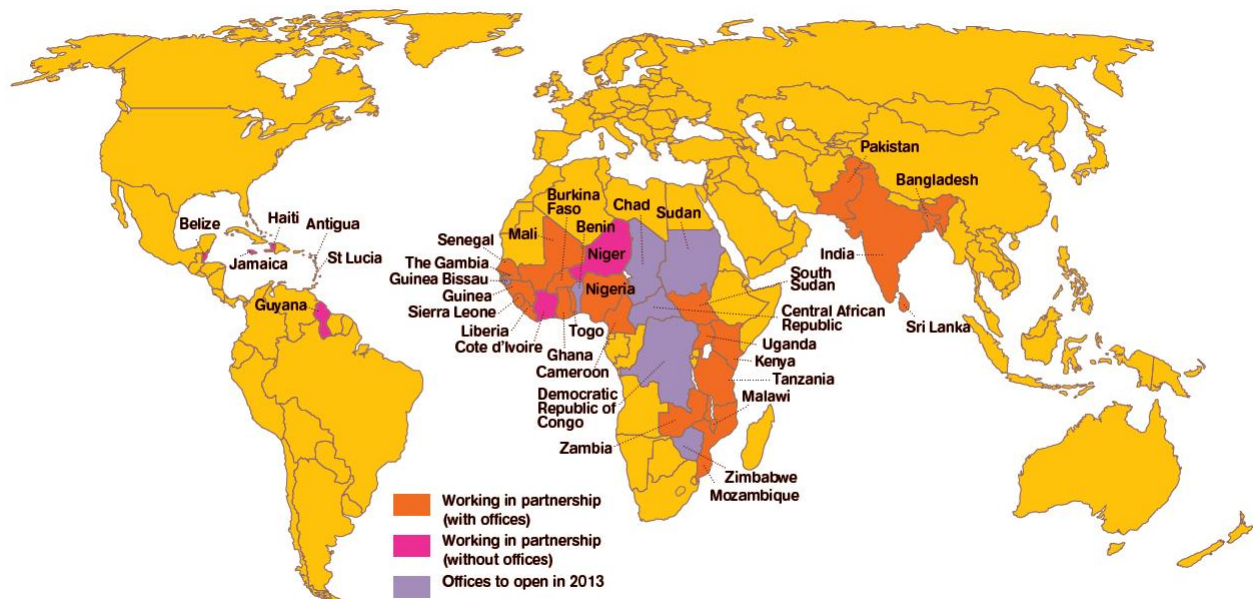
### **2.4 Location of organisation's headquarters [GRI NGOSS: p. 26]**

Sightsavers' head office is located at Grosvenor Hall, Bolnore Road, Haywards Heath, West Sussex, RH16 4BX, United Kingdom.

Contact telephone number: +44 (0)1444 446600.

## 2.5 Number of countries where the organisation operates [GRI NGOSS: p. 26]

Sightsavers currently works in 37 countries in Africa, Asia and the Caribbean (see map below). There are regional offices based in Senegal (West Africa), Kenya (East, Central and Southern Africa) and India (for India as a region) and country offices in 23 of the countries. Sightsavers does not have separate country offices in the Caribbean, Niger or Cote d'Ivoire where Sightsavers' staff are embedded with the partner, or in Benin, Zimbabwe, Chad, Central African Republic, the Democratic Republic of Congo or Sudan, where the relationship with partners is managed from other country offices. Due to its size, management of operations in India is divided between four area offices.



Sightsavers also has funding and marketing activities based in Ireland, Italy, the United States and the United Arab Emirates. Fundraising has also begun in India.

## 2.6 Nature of ownership and legal form [GRI NGOSS: p. 26]

Sightsavers is the working name of Royal Commonwealth Society for the Blind. Originally founded in 1950, it is now a company incorporated by Royal Charter dated 28 February 1990 as amended on 8 July 2009 (company number RC000706) and is a charity registered in England and Wales (207544) and Scotland (SC038110). It is regulated by the Charity Commission.

The relationship of Sightsavers and its subsidiaries is complex and different in each case. Sightsavers owns the whole of the issued share capital of Sightsavers (Trading) Limited and the taxable profit is gift aided to Sightsavers. Sightsavers International Incorporated is incorporated as a non profit organization in Delaware, USA. The organization does not have any capital stock, but the Certificate of Incorporation makes clear that the organization exists to support Sightsavers. Sightsavers International (Ireland) and Sightsavers International (Italia) are both limited companies registered as charities in their country of operation and are controlled by Sightsavers through bilateral agreements.

Sightsavers India is registered as a Trust in India and there is a management agreement between Sightsavers and Sightsavers India that sets out the relationship between the two organisations.

All other country and regional offices are branches of Sightsavers, which are registered in their country of operation.

## **2.7 Target audience and affected stakeholders [GRI NGOSS: p. 26]**

Sightsavers is an international organisation working with partners in developing countries to eliminate avoidable blindness and promote equality of opportunity for disabled people. Its potential beneficiaries are people who are blind or have low vision, those at risk of becoming blind and disabled people in developing countries. The precise geographic breakdown of this work is shown on the map in section 2.5, whilst section 2.2 outlines the primary activities undertaken to deliver for our beneficiaries.

Other affected stakeholders include Sightsavers' partner organisations, other NGOs that it collaborates with, donors and supporters and those governments, institutions and organisations that it seeks to involve in or influence through its work. These stakeholders are primarily based in the countries in which Sightsavers operates, but may be located anywhere in the world.

## **2.8 Scale of the reporting organisation [GRI NGOSS: p. 26]**

As of 31 December 2012, Sightsavers had 402 employees and 115 volunteers. Sightsavers' employees are based in each of the locations described in section 2.5 and undertake all functions to allow the organisation to deliver its programmes. Sightsavers' volunteers are UK based and contribute to fundraising and awareness raising activity in their local communities. In addition, Sightsavers had 131,592 UK individual supporters who made one or more donations in 2012.

A detailed breakdown of Sightsavers' financial results for 2012 can be found in the Annual Report and Accounts, which is published on the website. In summary, total incoming resources were £158.6m (2011: £161.3m), of which £119.8m (£122.2m) was gifts in kind (primarily the donation of Mectizan ® from Merck and Co. Inc.). Total resources expended were £159.3m (£158.7m), split between costs of generating funds £9.7m (£8.9m), charitable activities £148.9m (£149.2m) and governance costs £0.7m (£0.6m). Sightsavers' net assets at 31 December 2012 were £10.7m. This is the net of £17.2m assets and £6.5m liabilities.

In 2012, Sightsavers operated over 300 projects. These supported many millions of beneficiaries (13,861,209 people examined, 35,143,396 people treated for onchocerciasis etc) and full details of Sightsavers output statistics can be found in the annual report and accounts.

## **2.9 Significant changes during the reporting period regarding size, structure, or ownership [GRI NGOSS: p. 26]**

This year has witnessed a number of organisational changes within Sightsavers, reflecting the continued evolution of the organisation to facilitate achievement of the strategic objectives.

The most significant change in 2012 is the appointment of an SMT level Director of Neglected Tropical Diseases (NTDs). This reflects the continued expansion of Sightsavers' work in this area and the growing focus on the elimination of blinding NTDs such as trachoma and onchocerciasis.

In September, Sightsavers established a presence in Cote d'Ivoire as part of an ongoing effort to rebalance organisational investment in favour of those countries with a lower development index. Programmatic activity has been limited this year, but the foundations are now in place for the development of a significant programme of work in future years.

#### **2.10 Awards received in the reporting period [GRI NGOSS: p. 26]**

Sightsavers has not received any awards in the reporting period.

### 3. Report parameters

#### 3.1 Reporting period for information provided [GRI NGOSS: p. 26]

The reporting period is the calendar year 2012.

#### 3.2 Date of most recent previous report [GRI NGOSS: p. 26]

The most recent report was produced for the calendar year 2011.

#### 3.3 Reporting cycle [GRI NGOSS: p. 26]

Sightsavers produces a report annually on a calendar year basis.

#### 3.4 Contact point for questions regarding the report [GRI NGOSS: p. 26]

Questions regarding the report or its contents should be directed to Jon Farrant, Head of Internal Audit and Control at the head office address.

#### 3.5 Process for defining report content [GRI NGOSS: p. 26]

Sightsavers' starting point in determining the report content was the set of eighteen indicators recommended for the NGO sector and the Level C Reporting Template produced by the NGO Working Group. This was chosen as INGO Accountability Charter members have been asked to report against all requirements of the template by the Charter Board and this is the reporting framework that Sightsavers used in 2011.

A detailed review of the materiality of each aspect of this reporting framework was undertaken in 2011 as part of designing the first report. This incorporated an assessment of each element of the framework against the outcomes of the strategic review, the mid-term strategic review and the development of the sustainability policy. The conclusions of this review have been re-examined during the development of the 2012 report.

The conclusion of this re-examination is that all eighteen indicators remain material to Sightsavers' stakeholders and so should be reported on. The assessment also concluded that, of the bank of indicators available, these were the most material to Sightsavers' stakeholders and so the reporting framework has not been extended in 2012.

This report is written as an honest assessment of Sightsavers' performance in some key areas. It is anticipated that it will be of fundamental interest to those third parties that Sightsavers interacts directly with i.e. employees, partners and donors. The wider public and other interested parties are secondary intended audiences for the report. Finally, Sightsavers hopes that by making this report publicly available it also has the capacity to be an additional mechanism for its beneficiaries to hold it to account.

The content of the report has also been affected by the information that is already available. This is primarily the Annual Report and Accounts, the Annual Review and relevant policy documents that are published on the website. Where applicable, reference has been made to these other documents.

#### 3.6 Boundary of the report [GRI NGOSS: p. 26]

The boundary of the report has been set to be consistent with the Annual Report and Accounts. The report includes disclosures relating to the head office, regional offices, country offices and subsidiaries. It does not include information on partners, donors or other stakeholders external to the Sightsavers group.

**3.7 State any specific limitations on the report scope/boundary [GRI NGOSS: p. 26]**

The only limitations on the scope/boundary of the report relate to indicator EN16. At present the systems do not exist to allow reporting on carbon emissions relating to energy usage by offices outside of the UK. It is not clear when the energy providers in these countries will have the facility to do this. Sightsavers will engage with other Charter members to see if a solution to this can be found.

**3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations. [GRI NGOSS: p. 27]**

As described in section 3.6, Sightsavers has included the activities of subsidiaries within the boundary for reporting purposes. Performance of these organizations is included as an integral part of the data presented and is not separately identifiable.

**3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement [GRI NGOSS: p. 27]**

There are no restatements to report from the 2011 report.

**3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]**

There are no significant scope, boundary or measurement changes to report.



## 4. Governance, commitments, and engagement governance

### 4.1 Governance structure of the organisation [GRI NGOSS: p. 27]

Sightsavers has a governing Council of Trustees which consists of 16 trustees. The Council is committed to maintaining a high standard of corporate governance. Council members, all of whom are non executive, are drawn from diverse, international backgrounds and bring a broad range of relevant experience and skills to Council discussions. Trustees are elected to Council by other trustees for a maximum total term of eight years (they must be re-elected after the first term of four years). All trustees attend an induction programme to familiarise themselves with their statutory responsibilities, their role within the Council, the governance framework and Sightsavers' objectives. Performance of the Council both collectively and as individual trustees is periodically assessed.

Details of Sightsavers trustees can be found on the website at the following address: [http://www.sightsavers.org/about\\_us/governance/trustees/default.html](http://www.sightsavers.org/about_us/governance/trustees/default.html).

There are clear distinctions between the roles of Council and the Strategic Management Team (SMT) to which day to day management is delegated. Matters such as policy and strategic plans are prepared by the SMT for consideration and approval by Council.

There are four committees of Council: Audit which monitors audit activities, risk and control framework and process effectiveness, Investment which monitors investment performance and treasury activities, Remuneration which monitors remuneration policy and key salary decisions and Governance which advises on overall governance structure, monitors legal and registration issues in the countries where Sightsavers operates and advises on the appointment of trustees and honorary officers. Committees may include specialists who are not members of the Council but who volunteer to use their expertise to assist the committees on an ongoing basis.

Sightsavers plans to establish an additional Committee to oversee programme activities within the organisation.

### 4.2 Indicate whether the Chair of the highest governance body is also an executive officer. Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]

The Chair of the Council of Trustees is not an executive officer of Sightsavers. The most senior executive officer within Sightsavers is the Chief Executive, who reports to the Council.

As described in section 4.1, the roles of the Council and SMT are clearly defined and distinct from one another. In broad terms the trustees are concerned with:

- prescribing the ends
- setting the boundaries of management authority
- monitoring the results

Trustees thus focus on the Society's purpose and what it can reasonably do in a given time period. Trustees set the parameters, policies and values within which management



and staff are free to act. Once the parameters are set, the staff are empowered to make reasonable judgements about planning and organising the work to achieve the agreed aims. The trustees' role is then to monitor performance. They have their own version of the SIM card, which is based on the roles and responsibilities of trustees as set out by NCVO, and which includes KPIs which assist in performance management.

The trustees look to management for high quality, well informed advice on which to base decisions about the organisation's objectives, evaluation processes and the like. Management rely on the trustees to provide objective and challenging feedback from a non-executive perspective. This interdependence between trustees and management recognises the fact that while trustees are legally responsible for the charity's activities, both trustees and senior management are morally responsible for the way in which the Society conducts itself.

**4.3 For organisations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members. [GRI NGOSS: p. 27]**

Sightsavers does not have a unitary board structure.

**4.4 Mechanisms for internal stakeholders, shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]**

Sightsavers key internal stakeholders are employees, volunteers and the membership. Sightsavers does not have established, formal mechanisms for employees to provide recommendations or direction to the Council of Trustees. Opportunities are provided by informal opportunities to meet, including the Sightsavers annual meeting.

Formal mechanisms do exist for employees to provide recommendations and direction to the SMT. An employee survey is held every other year that examines the relationship of employees with the organization and the SMT. The last survey was held in 2011. The results of this are shared with the Council of Trustees. Sightsavers also operates a global whistle-blowing policy that can be used as a mechanism to provide recommendations to SMT and the Council in instances of wrong doing.

Sightsavers' membership is limited to trustees (and some ex-trustees) who have to be appointed members in order to serve on Sightsavers' Council. As a result, the majority of the membership is already part of the highest governance body of the organization. The primary opportunity for other members to provide recommendations or direction is the Annual General Meeting.

Volunteers do not have a direct mechanism to provide feedback to the highest governance body, but are encouraged to provide feedback after each completed engagement. The templates used for this feedback include an option for volunteers to provide comments on anything they would like.

**4.14 List of stakeholder groups engaged by the organisation. [GRI NGOSS: p. 29]**

Sightsavers engages both internal and external stakeholders to achieve the strategic objectives of the organisation. Internal stakeholder groups and the mechanisms for engaging them are discussed in section 4.4. The external stakeholders groups are identified below.

External stakeholders of Sightsavers include those partner organisations it works with to deliver programmes (including local civil society and government ministries) and those agencies, networks and institutions working in eyecare, it collaborates with in programmes, in advocacy and in procurement. Sightsavers external stakeholders also include those individuals and organisations that fund or are prospective funders of Sightsavers work and those organisations that regulate Sightsavers in the UK or elsewhere. Most importantly, Sightsavers' stakeholders also include those women and men, girls and boys, who are blind or have low vision or at risk of becoming so.

#### **4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]**

Sightsavers has a Programme Partnership Policy that sets out the principles behind its approach to partnership and how these are operated in practice. This policy defines multiple stages of partnership, including "Exploration", which sets out how an initial interest is identified and what minimum criteria Sightsavers applies in the selection of partners. Specifically, the policy outlines certain situations in which Sightsavers will not enter into partnership with an organisation, including:

- The mission and values are in conflict with Sightsavers' own.
- The organisation intentionally discriminates against people on the grounds of religion, politics, race, tribe, caste, age, disability, gender, ill-health, etc
- Funding the partner would cause conflict or have legal implications for any other existing partnerships or relationships, including with donors.
- The organisation is suspected of furthering its aims through violence or terrorist activities or has some connections with terrorist groups.
- The organisation hopes to use its work with Sightsavers for converting programme stakeholders to any kind of political or religious belief.
- Association with the organisation would risk bringing Sightsavers reputation into disrepute.
- The organisation is bankrupt, being wound up, under administration by the courts, entering arrangement with creditors, has suspended business activities or is a subject of legal proceedings.
- The organisation is not properly registered in accordance with their national requirements or is not fulfilling their obligations under their registration
- The organisation has been convicted of an offence concerning professional conduct in the last 2 years.

Staff are recruited through an open and fair recruitment process and selected based on their fit for the advertised role. In some cases, where an internal candidate is an obvious fit for a role, management does reserve the right to appoint without advertising. The organisation is part way through a 2-year objective to increase recruitment of people living with a disability (with an emphasis on visual impairment) both in the UK and overseas and is working specifically to engage with these stakeholders. Volunteers are selected based on commitment, skills and agreement to respect Sightsavers' ways of working.

Donors are actively solicited from the general public in the UK and the rest of the world, particularly Ireland, Italy and the United States. Sightsavers' Money Laundering Policy sets out the key issues to be considered in accepting a donation from an individual, corporation or foundation. The engagement with corporate donors specifically is also

governed by Sightsavers' Corporate Engagement Policy. Sightsavers also solicits and accepts donations from governmental and institutional funders. Engagement with these donors is considered on a case by case basis.

Sightsavers' engagement with women and men, girls and boys, arises from the circumstances of the programmes supported and Sightsavers role and that of its partners, and flows largely from the decisions made with respect to the partners with which it collaborates.

## Data on performance

### Program effectiveness

#### **NGO1 Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs**

Sightsavers' internal and external stakeholders are recorded in section 4.14. Of these, the key affected stakeholders are those partners and other NGOs with whom Sightsavers collaborates and the beneficiaries of Sightsavers work.

Sightsavers performance in involving these groups is monitored through the SIM Card objective to "Ensure all eye care and social inclusion programmes are rooted in community development". There are three indicators used to assess our achievement of this objective, including a lead indicator of the "Percentage of community based projects that are designed, implemented, monitored and evaluated with the involvement of local communities, including people with disabilities".

The current target for this indicator is 60 per cent and the current performance is 75.59 per cent, growing from a low of 26.01 per cent at the end of 2009. This also represents an increase from 54.7 per cent at the end of 2011.

The rationale for the target being at 60 per cent and not higher is that many of the projects that Sightsavers supports are run through the health or education systems of the countries concerned. While these systems may well have patient or pupil feedback systems, these are not currently in place in 100 per cent of project locations. Developing a system of engagement with patients and pupils will take time, but Sightsavers will continue to encourage it to happen as part of its engagement with partners.

Further detail on the SIMCard, including performance data can be found on Sightsavers website at - [http://www.sightsavers.org/in\\_depth/quality\\_and\\_learning/organisational\\_monitoring/13068.html](http://www.sightsavers.org/in_depth/quality_and_learning/organisational_monitoring/13068.html).

The involvement of affected stakeholders in the design and implementation of programmes usually takes the form of engagement with blind and disabled people's organisations (BPOs and DPOs) both at the national and local level. These organisations are often strategic partners of Sightsavers within its programme countries and, for many programmes, will be the implementing partner. They also represent the beneficiary community. This is particularly true for Sightsavers' work in advocating for increased rights and the adoption of the United Nations Convention for the Rights of Persons with Disabilities (UNCRPD). The involvement of affected stakeholders is also common in education programmes.

These stakeholders are typically engaged through a programme of workshops, which allows those who have a stake in the programme to provide feedback to Sightsavers and its partners about the design and implementation of projects, which can then be acted upon. This can be on all aspects from the methodology to the timescale and the targets.

Sightsavers most successful example of the involvement of affected stakeholder groups, is the support provided for Community Directed Treatment with Ivermectin (CDTI) in the

treatment of onchocerciasis. This strategy relies on the communities themselves to decide on the mode and time of distribution as well as to select community distributors and supervisors. Their feedback is crucial to all aspects of the programme delivery. This approach has been used since 1995 and Sightsavers now has a strategy in place to target elimination of the disease.

With regard to monitoring and evaluation (M&E), Sightsavers recommended process is that, at the planning stage, affected stakeholders are consulted on what key performance questions the project should be monitoring. This is then translated into clear roles and responsibilities for monitoring and evaluation where each stakeholder is matched to key roles they can play during the course of the project. Roles include data collection and participation in evaluations. The implementation of this process is a work in progress with improvements being seen each year.

In evaluations, all external evaluators are expected to employ participatory techniques of data collection and there is often a stakeholder advisory panel. This panel provides support to the evaluator on what issues to consider under the set broad evaluation criteria, amongst other things. Indicator NGO3 gives more detail on this, including the guidance that explicitly includes the requirement for feedback obtained through evaluations to be used in the implementation and redesign of programmes. This is the key way in which affected stakeholders are involved in programmatic learning.

Sightsavers involvement of other NGOs in the programme cycle is documented in indicator NGO6.

Sightsavers has involved affected stakeholders in the development of internal, programme policies to varying degrees depending on the nature of the policy being developed. In particular, the development of the Programme Partnership Policy was informed by a detailed survey of 39 partners representing the majority of the countries of operation. Key organisational policies regarding cataract and refractive error services were also developed with the input of affected stakeholders, particularly partners.

Affected stakeholders are closely involved in the implementation of these policies as a result of Sightsavers partnership delivery model.

Sightsavers has been able to increase the involvement of affected stakeholders in the design and implementation of policies in 2012, although on the monitoring of policies there is still progress to be made. Further detail of the development of policy positions is included in indicator NGO5.

The development of the post-2015 agenda has been a big part of Sightsavers policy work over the last 12 months. Sightsavers has supported the Secretariat of the African Decade of Persons with Disabilities to secure a slot on the Beyond 2015 executive committee, to ensure that disability is well represented in the design of the global policy framework. Sightsavers has also undertaken a piece of research on the voices of the marginalised, including many affected stakeholders, that provides a solid evidence base for advocacy on the post-2015 agenda.

Outside of this agenda, Sightsavers has worked closely with several umbrella bodies of disability organisations, including the International Disability and Development Consortium, the International Disability Alliance, as well as UK based disability

organisations. This has proved to be an effective way of capturing the views of affected stakeholders in making submissions to policy consultations.

Sightsavers' plan for 2013 is to build on this work by developing a network of affected individuals and organisations, across the countries of operation, who can act as a resource in the development of policy positions and briefs. They will be used particularly in the design of these positions by providing their viewpoints and feedback.

### **NGO2 Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies**

Sightsavers does not have a central, formalised process for obtaining feedback from its implementing partners, although guidelines at a country level about how this should happen are contained within the Programme Partnership Policy (PPP). This feedback and other complaints are not collated by a single point of contact but are received by different individuals. Often these are Sightsavers' country office staff. Sightsavers recognises that there is more work to do in ensuring that complainants are clear about where to direct their complaint.

The requirements of the PPP are reflected in the Programme Funding Agreement (PFA), which is the legal basis for the collaboration. Included within the PPP are a set of partnership tools that Sightsavers uses to evaluate how the partnership is working and to enable partner feedback on Sightsavers performance. Feedback and complaints on the specifics of programme implementation are outside of the scope of these partnership tools but are captured through programme monitoring and evaluation activities.

Complaints are managed on a case-by-case basis as they are received. They may be received at the country office or elsewhere. Where complaints are made, these are referred in the first instance to the country office with close follow up by the Regional Director to ensure that it is resolved or escalated to the relevant regional office or Director of Programmes. Anonymous complaints received about country offices are always thoroughly investigated.

Sightsavers has active policies in all major areas of work, including cataract, refractive error, services to blind and low vision children, onchocerciasis, education and community based rehabilitation. These have been translated into Quality Standards which were piloted in 2012 and are being rolled out in 2013. These are intended to guide the planning and implementation of all programmes. Through these policies and standards plus review of partner quality assurance processes, Sightsavers is making increased efforts to embed quality in its programmes. This is always important, but particularly so when the strategy is focused on persuading other actors to take up and replicate Sightsavers' developed approaches. This is done to minimise negative feedback and complaints regarding programmes.

During this reporting period, some partners have raised concerns regarding changes to their expected funding allocations. This has been based primarily on global resource constraints. Sightsavers ensures that partners are aware of possible changes to funding agreements on both these grounds in the PFA by making it clear that funding is "subject to availability". However, it is still difficult for this to be managed. Sightsavers considers carefully the implications of funding changes and adjusts programme expected deliverables where necessary,



Sightsavers operates a global whistle-blowing policy, and employees are protected from any victimisation or discrimination as a result of their disclosure, provided they act in accordance with the policy. All complaints are escalated to the Director of Human Resources or CEO or to the Chair if they are about the Director of Human Resources or CEO. Employees may also email direct to a dedicated email address. Specific complaints mechanisms are also included within the child protection policy.

Sightsavers is intent on improving its complaints process and, with that in mind, will be engaging other INGO Charter members in 2013 to understand how they deal with complaints.

### **NGO3 System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated**

Sightsavers continued to affirm its commitment to evidence based programming informed by a robust system for monitoring and evaluation and learning since the last report. Over the reporting period there has been increased investment in human resources in this area at head office level and Sightsavers also became a member to the International Initiative for Impact Evaluation (3ie).

Sightsavers efforts to institutionalise the Sightsavers Adaptive Monitoring and Evaluation (SAME) system continued over the reporting period. SAME is a bespoke system based on three broad systematic processes, namely;

- i. systematic monitoring of progress against Country Strategy Plan (CSP) objectives and project logical framework using key performance questions
- ii. systematic programme evaluations including impact monitoring and measurement
- iii. systematic learning and reflection on findings of M, E and other programme management processes

In 2012, all new programmes were developed using a logical framework based internal programme proposal format as a foundation for the three systematic processes to take root. An early attempt to understand the organisational theory of change as part of our monitoring, evaluation and impact measurement and reporting processes was also commenced over the reporting period. In order to ensure all the three aspects of SAME work in harmony, we instituted an internal and informal effectiveness review of our M&E system. The learning and reflection from this review has led to some changes in roles and responsibilities for embedding M&E across our programmes but will take time to fully embed.

In addition, Sightsavers has also reorganised the key teams responsible for the design and implementation of the system. There is now a dedicated expert who provides programme level monitoring and evaluation advice. This individual has primary responsibility for ensuring that programme teams have the necessary tools, resources and guidance to be able to develop and implement robust programme-level monitoring and evaluation. There is also now a Senior Global Impact Advisor, responsible for providing organization-wide leadership on capturing and communicating the impact of Sightsavers work. Given the importance of translating evaluation evidence into policy and practice, a new expert will be recruited in 2013 to guide the organisation on how to better utilise evaluation results.



## How results from program monitoring and evaluation contribute to internal learning processes

Ensuring results from monitoring, evaluation and research contribute to learning processes is a work in progress within Sightsavers. This has been reviewed by SMT and there are currently various structured approaches to learning that are promoted in the organisation. The consistency of implementation of these varies and there is work to be done to improve this. Some of these are discussed below:

- Learning seminars – these were introduced in 2012 to provide a platform for staff to receive findings from evidence generating activities, or on particular programme or policy issues, as well as an opportunity for a facilitated discussion of these results. As well as being “live” to head office staff, these are also recorded and made available to all overseas programme staff.
- Evaluation presentations – all evaluators are required to develop a powerpoint presentation, capturing the process, findings and recommendations from an evaluation. These are made available to staff through the intranet.
- Communities of Learning and Practice – these are small teams of cross-country programme staff who communicate to share learning and best practice.
- “Signpost” – this is an internal monthly bulletin, designed to point staff to evidence and learning that is emerging from programme offices, the head office and the development sector in general. It provides snippets of internal and external learning and resources, including findings from M&E activities. It is circulated to all staff plus some trustees.
- Developing Country Level Teams – learning from reflection on programme design and implementation has been used to design modules of this programme for development of country office staff.

In 2013, Sightsavers will be developing its first ever programme Knowledge Sharing and Learning Strategy, so as to formalise and attach accountability to learning from evidence generating activities, including the M&E system.

## Adjustments to policy and programs as a result of monitoring, evaluation, and learning

Using “evidence” to make adjustments to policies and programmes is core to Sightsavers operations and is reflected through the SIMCard indicators related to the percentage of these that are based on evidence. As at the end of 2012 80.52% of projects used evidence in their design, planning and implementation against a target of 50%. 30% of programmatic policies used evidence compared with a target of 50%.

The quality standards were issued in 2012 and cover the minimum expectations of programmes and managing teams. There are programme cycle management related standards (see next page) as well as programme technical standards. Expectations around making adjustments to policies and programmes are established through Programme Cycle Management (PCM) standards<sup>1</sup> 3, 6 and 7 as follows:

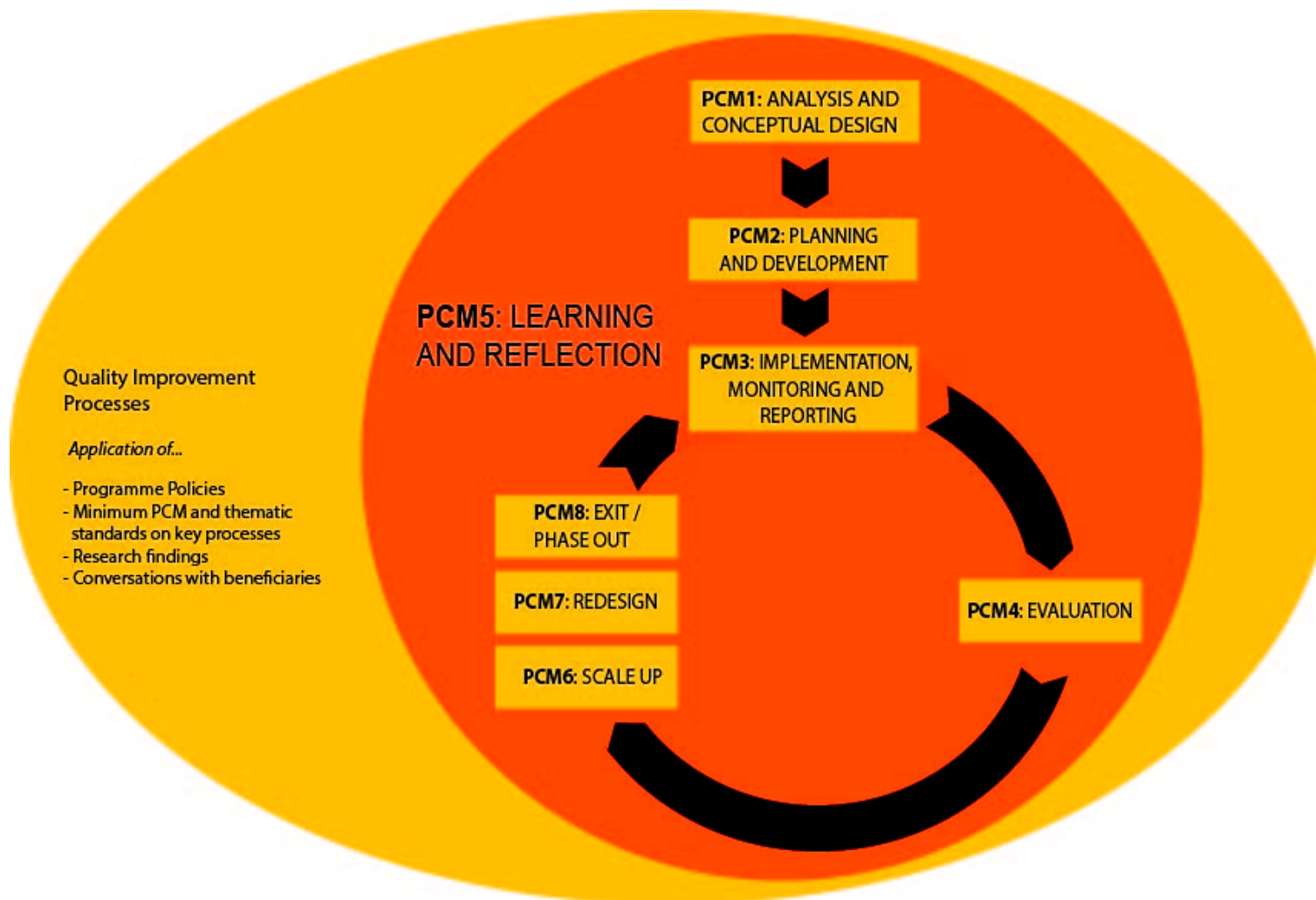
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<sup>1</sup> A standard has three aspects

- **Benchmark:** The aspired state or level that our programmes should attain in each standard.
- **Requirements:** Individual minimum expectations that each programme needs to practice/put in place in order to meet the quality standard.
- **Means of Verification:** The evidence needed to verify that each requirement has been met. These means of verification may take form of a review of documentation, interviews or observations of practice.

### Programme cycle management based improvement

The diagram below shows the programme cycle management standards that have been developed and how they fit within the programme cycle.



<b>PCM3 Implementation, Monitoring and Reporting</b>		
<b>Benchmark: Projects are implemented according to a detailed monitoring and evaluation plan, guided by the respective thematic minimum standards. Information from monitoring and other assessments is actively applied to inform and adjust project implementation. Programmes actively seek and provide feedback on all project reports produced.</b>		
	<b>Requirements</b>	<b>Means of Verification</b>
PCM 3.6	Staff proactively analyse submitted data, using these analyses to inform decision making processes.	<ul style="list-style-type: none"> <li>• Review of responsibilities matrix.</li> <li>• Review of reporting visit schedules.</li> <li>• Review of analysis undertaken (graphs etc.)</li> </ul>

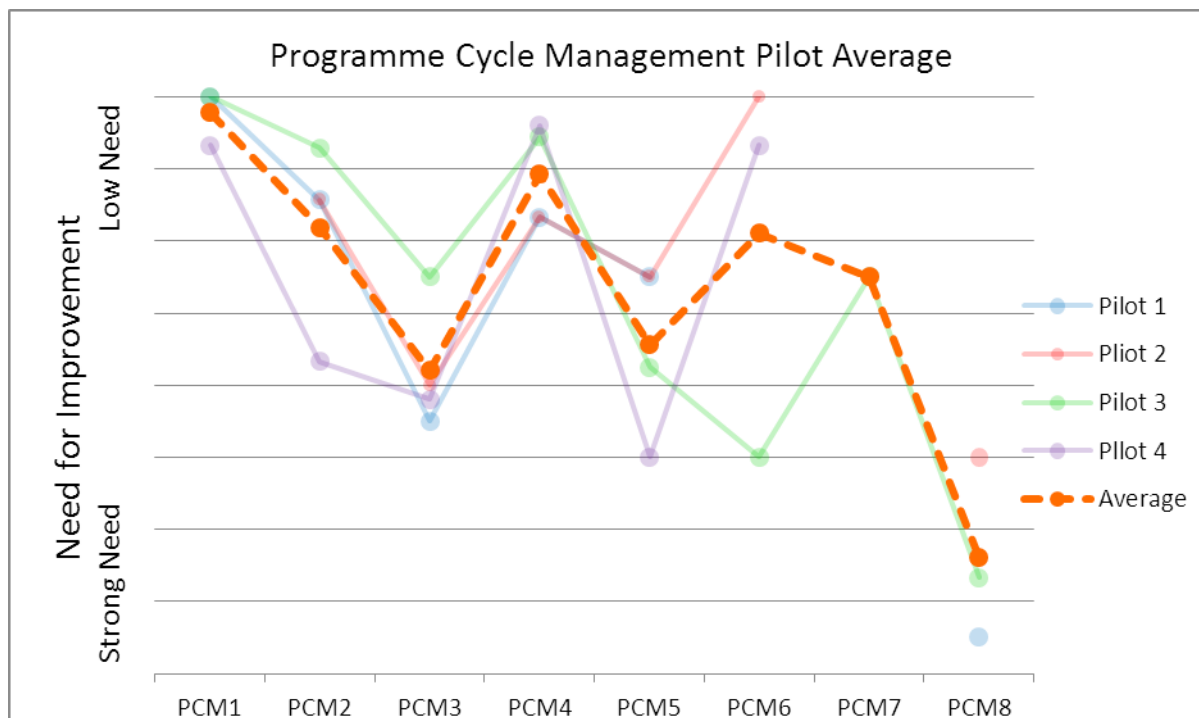
  

<b>PCM6 Redesign</b>		
<b>Benchmark: Information from research, evaluations, implementation, and learning events is actively used in the redesign of interventions.</b>		
	<b>Requirements</b>	<b>Means of Verification</b>
PCM 6.1	Project evaluations or evidence from research is used as a basis of project redesign.	<ul style="list-style-type: none"> <li>• Review of project redesign / scale-up concept notes and accompanying reference materials.</li> </ul>
PCM 6.2	End of project reports are produced and used to inform the new phase of a programme / project.	<ul style="list-style-type: none"> <li>• Review of end of project reports.</li> <li>• Review of concept notes for new phase.</li> </ul>
PCM 6.3	Redesigns are informed by evidence of implementation.	<ul style="list-style-type: none"> <li>• Review of project concept note.</li> </ul>

<b>PCM7 Scale Up</b>		
<b>Benchmark: Information from research, evaluations, implementation, and learning events is made readily available to partners interested in scaling up Sightsavers interventions.</b>		
	<b>Requirements</b>	<b>Means of Verification</b>
PCM 7.1	Project evaluations or evidence from research is packaged appropriately for use by partners interested in scaling up interventions.	<ul style="list-style-type: none"> <li>• Review of project redesign / scale-up concept notes and accompanying reference materials.</li> </ul>
PCM 7.2	End of project reports are produced and used to inform the new phase of a project/programme	<ul style="list-style-type: none"> <li>• Review of end of project reports.</li> <li>• Review of concept note for new phase.</li> </ul>
PCM 7.2	Scale-ups are informed by evidence of implementation.	<ul style="list-style-type: none"> <li>• Review of scale-up project concept notes.</li> <li>• Review of scale-up documents.</li> </ul>

Based on pilot work on the applicability of these standards, results and evidence generated indicate that Sightsavers programmes are meeting most of PCM 6 and 7 requirements. The graph below shows the results from the pilot of the standards, indicating scores from PCM, 3, 6 and 7, which are related to how Sightsavers programmes adjust their work based on Monitoring, Evaluation and Learning processes.



Other than the programmes themselves demonstrating how they are making adjustments, data from the quality assessment is also being used to make organisational wide decisions on what needs to happen in programmes. For example, the pilot data indicated specific organisational weaknesses in PCM3 (implementation, monitoring and reporting), PCM5 (learning and reflection) and PCM8 (exit/phase out). This evidence has helped to make decisions on where to invest its resources as far as programme quality is concerned.

Sightsavers produces a regular journal called Insight Plus, which aims to capture and share learning from across the breadth of programme work being undertaken. In 2012, a report was produced entitled “Positive Failures”, which sought to explore situations where things had not gone as planned. This report has several examples of how learning was captured and changes made to programs as a result. This can be found on Sightsavers’ website at -

[http://www.sightsavers.org/in\\_depth/quality\\_and\\_learning/learning/19490\\_Insight%20Plus%20Issue%206.pdf](http://www.sightsavers.org/in_depth/quality_and_learning/learning/19490_Insight%20Plus%20Issue%206.pdf).

Sightsavers has not always managed to capture learning systematically and there have been instances in recent years of similar findings being identified through evaluations of different projects that have not been addressed organisationally. Sharing and combining this learning is a work in progress and there is more to be done in making this a reality within Sightsavers. This has driven many of the developments in 2012 that are reported above.

**Communicating adjustments to policies and programs internally and externally**

All policies developed under the current strategy have a reference section which indicates the evidence upon which they are based. All policies are communicated internally through email to all staff and are also deposited on intranet. The intranet is a searchable database, allowing staff to use keywords when searching through documents, therefore making it easy to locate and access them. Externally, Sightsavers website is used to communicate organisational policies.

Major changes to programmes are communicated internally to relevant stakeholders. Learning and discussion sessions, though not a formalised way of communicating such changes, also provide a platform through which staff learn of changes. The organisation engages with its main donors and communicates through donor reports the changes that are made to projects. Partners are integral to the changes made to programmes and so are communicated with at all stages. Communications to beneficiaries are made through them.

**NGO4 Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle**

Consideration of gender and diversity dynamics and issues, including age and ethnicity, has been systematically included in the design and implementation of Sightsavers programmes since 2011. Prior to this, it was undertaken on a project by project basis, with many projects not incorporating substantive analysis. Since 2011, during the design of projects and programmes, programme staff are required to articulate how they will address specific gender concerns related to that project within the Concept Note. This information is reviewed by the Commitments Management Panel, which forms the basis of approval for all new and continuing programmes. The project design process is also informed by the quality standards (see NGO3), which set out expectations for how this will be undertaken.

As would be expected, Sightsavers projects are often focussed on the disability aspect of diversity. This includes projects to support Blind and Disabled People's Organisations in our countries of operation, advocating for the adoption of the UN Convention on the Rights of Persons with Disabilities and shadow reporting against the implementation of this. In March 2013, all programme staff participated in social inclusion training as part of the Development Country Level Team (DCLT) programme. This training was focussed on supporting programme staff to broaden their approach to inclusion beyond a focus on adults and children who are blind or visually impaired, to all disabled and marginalised populations. This includes the elderly or those who are marginalised on ethnic grounds.

Sightsavers also considers issues of gender and diversity in its programme monitoring and, as of 2011, Sightsavers' country offices are expected to disaggregate all output data by sex. In 2012, they have also been asked to disaggregate data by age group within the constraints of how government health and education partners collect data. In terms of diversity, the only information currently collected is related to those beneficiaries reached with visual impairment (VI). During 2013, Sightsavers will further review the information collected centrally to better capture programme performance.

During 2013, Sightsavers is also investing in the development of a programmes' database which will significantly improve the recording of outputs at the country level as well as central consolidation. With this system, it will be easier to expand the range of

output data that is collected and improve the active monitoring of all outputs across the organisation.

Sightsavers recognises that these processes alone do not necessarily result in programmes fully addressing gender and diversity and is therefore also addressing this in the following way:

A Gender Policy was agreed by Council in July 2011 and operational guidance based on this policy was developed in 2012. This guidance will include good practice around gender inclusiveness as well as making explicit linkages with Sightsavers Global Equality & Diversity Policy, which was approved and disseminated in November 2012. The guidance will be launched at Sightsavers' programme meeting in 2013.

In the new Programme Implementation Manual, which will also be launched at Sightsavers programme meeting, guidance is provided to programme staff about how to ensure adequate attention is given to gender and diversity in all stages of the programme cycle. This includes the analysis that needs to be undertaken at the initial stages of the programme.

Sightsavers internal approach to gender and diversity is explained as part of performance indicator LA13.

#### **NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns**

##### **Sightsavers' policy and advocacy work**

Policy and advocacy work is an integral part of the programmes and activities that are conducted at country, regional and global levels. "Develop effective and joined-up advocacy" is one of 14 strategic level objectives within the SIM card, with indicators for progress at international and country office levels. International policy and advocacy work within Sightsavers is coordinated by the International Advocacy Coordination Team (IACT) around agreed themes. Above this, the International Advocacy Strategy Group, formed of relevant senior staff, monitor the performance of the IACT and agree the common international advocacy themes for each year. These have been agreed for 2013.

##### **Identifying public awareness and policy positions**

Sightsavers aims to ensure that public awareness and policy positions are informed by concrete evidence. The normal process followed to arrive at policy positions comprises of conducting a literature review of available evidence in the policy area of interest; gathering evidence from Sightsavers' own country programmes and partners to inform the development of the policy position; liaising with strategic or coalition allies; and then developing the policy position, which can then be presented in the form of policy reports, policy papers, or policy briefs. Once a draft of the policy document has been developed, it is shared with technical experts within the organisation and with key country offices for their input and before finalisation it will be shared with the Head of Policy, the Director of Policy and Strategic Programme Support and other relevant members of the Strategic Management Team (SMT) to ensure that the final document supports the aims of the organisation. The research and policy teams work closely together to ensure that the best available evidence is used.



The development of policy documents is led by identified members of the Policy Team who have responsibility for conducting policy and advocacy work in each of the 'change theme' areas that Sightsavers works on. Feedback from country offices is requested to ensure that the policy messaging being produced is consistent with experiences being felt in the field and will not undermine efforts to achieve change themes within each country.

Efforts are also made to ensure positions and messages are directly based on the experiences of people in developing countries, including Disabled Peoples' Organisations and disability experts. As an example, Sightsavers is currently conducting the "Voices of the Marginalised" research to share the views and experiences of disabled people, older people and people living with mental health issues, around what they would like to see replace the Millennium Development Goals (MDG) when these expire in 2015. This is being done with three other agencies (ADD; HelpAge, IDS) and will inform work on the post-MDG framework.

The Head of Policy is responsible for providing guidance on the development of policy documents and will be involved on a regular basis throughout their development to ensure that they are meeting the aims of the organisation. In addition, members of the IACT may be invited to contribute to the development of and feedback on policy documents. Approval of policy documents lies with the Head of Policy and the Director of Policy and Strategic Programme Support provides input before final sign off.

### **Ensuring consistency during implementation**

In addition to proposing the annual international advocacy objectives to the IASG, the IACT also sets up and coordinates working groups that undertake implementation of activities under each objective. The Global Advocacy Coordinator supports this process and reports into the Director of Policy and Strategic Programme Support. In addition, due to the increased success of Sightsavers' advocacy work and commensurate increased workload, a new Director of Global Advocacy has been appointed and will start in June 2013. This role will manage the Global Advocacy Coordinator and will report into the Director of Policy and Strategic Programme Support, ensuring that Policy and Advocacy work remains closely connected and coherent, whilst also ensuring sufficient capacity is dedicated to each area.

The Global Advocacy Coordinator and other international advocacy and policy staff also feed into advocacy plans at the country team level, through the annual planning and reporting process, to ensure some consistency of focus and messages, while recognising the different issues that are relevant at the country level. This process works for the UK as much as it does for any of the country programme offices in Africa and Asia.

### **Fair and accurate public criticisms**

Sightsavers is committed to ensuring that any criticism made of an advocacy target is fair and accurate. It is for this reason that policy materials are based on robust evidence that can stand up to scrutiny. The involvement of senior members of staff in the production of policy materials, including policy briefs, policy papers, policy reports, and policy blogs helps to ensure fairness and accuracy in any criticisms made. Sightsavers is also committed to constructive criticism where possible, providing options for improvement and change whilst pointing out the problems with the status quo.



**Corrective adjustment of advocacy positions and campaigns**

Sightsavers does not currently have a clear process for corrective adjustments of advocacy positions and campaigns, as this has not been needed to date. Corrective adjustment of advocacy positions would involve a discussion between IASG, the IACT, the Policy Team and relevant Country, Area and Regional Directors to determine what corrections need to be made and to agree how corrective adjustments should be implemented. In 2013 it may be necessary to develop a clearer process for corrective adjustments of advocacy positions and campaigns, especially as the volume of policy and advocacy work and campaigning is expected to increase.

**Corrective actions taken**

In the last 12 months corrective actions were undertaken to deal with challenges faced in global advocacy delivery. The then theme groups charged with delivering advocacy against agreed international advocacy objectives did not manage to fully honour their obligation due to multiple mandates and other factors. It was therefore agreed in 2012 that in order for Sightsavers to deliver and achieve effective and joined up advocacy, there was need to restructure the then global advocacy team as described above.

**Publishing positions**

All finalised advocacy positions are published internally on the Sightsavers' intranet systems. External publishing of the positions is conducted through the website, but also through dissemination of finalised policy documents to all key stakeholders, including bi-lateral donor agencies, multi-lateral agencies, NGOs, regional, country, and area offices and through press and social media efforts.

**Exiting a campaign**

At the moment Sightsavers is not currently conducting a public awareness or advocacy campaign. As such no clear exit strategy for when campaigns are ended exists. However, 2013 will see the recruitment of a Policy Campaigns Manager to the policy team, which in turn means that 2013 will see the development of a 5 year campaigning strategy, as well as the development of a policy campaign aimed at the UK Government.

**Formulating, communicating and implementing advocacy positions and campaigns**

The process for formulating advocacy positions is as above. For policy campaigns, formulation of the campaign also includes the involvement of the Supporter Engagement, Communications, Digital and Institutional Funding Teams. Communication of advocacy positions is through internal dissemination of positions to all members of staff and sharing of positions through the International Advocacy Team. Externally, advocacy positions are communicated through the distribution of policy materials produced, dissemination of policy positions through key networks, and sharing of positions with key advocacy partners and targets in face-to-face meetings. Implementation of advocacy positions is through the work of the Policy Team and the International Advocacy Team.

**NGO6 Processes to take into account and coordinate with the activities of other actors**

The establishment of strong strategic networks and alliances is a key objective within Sightsavers' SIMCard. This is monitored using lag and lead indicators relating to the performance of Sightsavers alliances. The engagement with other actors is also a key

part of the objective to develop effective partnerships, which is a key building block of the strategy.

### **Planning programmes**

Sightsavers works with approximately 300 partners in over 30 countries and Sightsavers' Programme Partnership Policy formalises the importance of programme partnerships and recognises that Sightsavers and its partners can achieve more working together than separately. It also makes explicit Sightsavers' approach to supporting its partners in ensuring long-term sustainability of both the organisation and the development programmes and the ambitions of the partnership.

When developing new or renewals of projects and programmatic approaches Sightsavers requires country office staff to provide details of other organisations working on the same or similar issues within the project area/national context, along with details of their stakeholder mapping, rationale for selecting project partners, envisaged relationships with other actors and any potential that exists for collaborative and consortium approaches.

In 2013, all countries where Sightsavers has an office will be developing new country strategies to guide operations through to the end of the extension of the global strategy and clearly articulate the contribution to responding to the specific development challenges of that country. In order to develop the strategy, each country office will: undertake a situational analysis involving a detailed review of the national development context with a particular focus on eye health and health systems, education provision for children with disabilities, and social inclusion; and, the development priorities of national and local government organisations and ministries, international and national NGOs, bilateral and multi-lateral development agencies and the private sector. This analysis will also involve a review of the existing partner base in the context of a wider understanding of the development actors working in these change themes. This is essential to ensure that:

1. Efforts are not replicated/duplicated;
2. Any in-country momentum in the change themes that is already occurring is built upon;
3. The right development partners are identified; and
4. Sightsavers helps to coordinate/support national efforts and partnerships in these thematic areas.

### **Learning from the work of other actors**

Since 2011, all new programme proposals are reviewed by a panel of development and technical advisors prior to approval. The review draws on the advisors experience of the work of other actors within the sector. To be approved by the panel for implementation, projects must have a clear plan for how they will demonstrate effective, quality approaches that can be replicated and scaled-up by local partners in the public, non-for-profit and private sectors. Essential to this approach is an engagement with the stakeholder it is hoped will replicate the programmes, in the conceptualisation and design phase of the project cycle. Therefore, new approaches must be married with a rigorous design and evaluation approach to capture learning for local replication and where possible, global learning. In order to achieve lasting results, it is necessary to establish robust partnerships with a range of development actors including local communities, businesses, the private sector, institutions, universities, governments and

NGOs, and to pursue complementary programmes and collaborative approaches to achieve lasting change.

Programme Development Advisors (PDAs) for each of the main thematic areas of Sightsavers' work – eye health, education and social inclusion - are responsible for the provision of technical leadership, including the dissemination of global good/best practice in relevant thematic areas. From 2013, PDAs will also be more actively engaged in the conceptualisation and design of new programmes. PDAs also have a significant external facing role in representing Sightsavers in key international networks and decision-making fora. They contribute to the organisation's research agenda through close collaboration with the Head of Research and country offices. The Policy and Strategic Programme Support (PS2) department includes technical specialists in the areas of policy, research, institutional funding, monitoring, quality and impact. A key function of the PS2 department is to also bring in to Sightsavers external thinking and good practice from the wider development, academic and business sector.

### **Partnerships with other organisations**

Sightsavers actively develops collaborative approaches to programme implementations with other international development organisations: Sightsavers is a founding member of the International Agency for the Prevention of Blindness (IAPB), a coordinating umbrella organisation leading international efforts in blindness prevention activities. IAPB promotes the global initiative "Vision 2020 The Right to Sight". Sightsavers is also involved in other NGO consortia including the International Disability and Development Consortium (IDDC) and Bond.

Several long-standing and effective international partnerships between governments, NGOs, the private sector and communities have played key roles in reducing avoidable visual impairment. In particular, the African Programme for Onchocerciasis Control (APOC), the Alliance for the Global Initiative of blinding trachoma by 2020, and Vision 2020 have substantially strengthened action by international and national stakeholders.

These partnerships have also enabled long-term resource mobilisation from the private sector through drug donation programmes – notably the Merck donation of Mectizan® to control onchocerciasis, and the distribution of azithromycin to control trachoma, under a drug donation programme by Pfizer.

Sightsavers is in official relations with the World Health Organisation, and has a partnership with WHO AFRO (which includes funding for a range of research programmes and work on development of eye health indicators). Recently the organisation has also developed a closer relationship with the World Bank involving research on provision of spectacles for children.

Recent international development trends require Sightsavers to move towards the consortium approach to resource mobilisation, including:

- The move towards enhanced coordination of INGOs, as witnessed by the expansion of sectoral approaches to minimise duplication and optimise resources;
- The growing expectation by funding partners that INGOs must synergise their efforts to reduce transaction costs;

- The view that governments themselves are increasingly unhappy with multiple, uncoordinated INGO activities in their countries.

These three 'drivers', coming from INGOs, donors and governments respectively will increasingly make the consortium approach the norm rather than the exception. This has been reflected in Sightsavers' largest programme to date, which is as the lead agency in a DfID funded consortium to map districts in Africa for the prevalence of trachoma.

Most recently Sightsavers was instrumental in bringing together a UK Coalition Against Neglected Tropical Diseases, which includes organisations based in the UK working on NTDs – both INGOs and academic institutions such as Imperial College and the London School of Hygiene and Tropical Medicine.

Sightsavers has spearheaded a continental-wide initiative to strengthen human resources for eye health in Africa. This ambitious initiative can only be achieved through active engagement and partnership with a wide-range of development actors – IAPB-AFRO, national governments, professional bodies, training institutions, and national and international NGOs.

### **Future plans**

The expansion of Sightsavers' collaboration with broader development agencies at the global level is a priority. Sightsavers has signed MOUs with a range of development actors who share its ambition of effecting long-term systemic change beyond the direct provision of service-type programme interventions. These include Helen Keller International, Fred Hollows Foundation, Brian Holden Vision Institute, and Light for the World.

Sightsavers continues to develop strategic partnerships with organisations working in the area of water and sanitation including WaterAid. Good eye health depends on more than health care services. This is particularly evident in trachoma work, where environmental hygiene and face washing form critical components of the WHO endorsed SAFE<sup>2</sup> strategy. Collaboration between the health and water and sanitation sectors is essential for eliminating trachoma.

## **Economic**

### **NGO7 Resource allocation**

Sightsavers financial management and control framework is multifaceted incorporating; governance; organisational structure; appropriately skilled, qualified, accountable and supervised managers and staff; documented corporate policies, established internal procedures and processes and external monitoring including audit. This framework underpins Sightsavers' progress towards achieving its strategic objective of using resources strategically and efficiently and is geared towards SORP compliance.

Financial management procedures are built around two key information systems: the Global Accounting System (GAS) and the Financial Management Framework (FMF). GAS is a SUN accounting system. The FMF is a web-based database system that supports all aspects of planning and forecasting and contains detailed fund management

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<sup>2</sup> Surgery, Antibiotics, Face Cleanliness and Environmental Change (SAFE)

and resource allocation information. Both systems are globally accessible for data entry and extraction.

Planning, budgeting and resource allocation is based on Sightsavers' organisational strategy. This strategy guides country programmes' long term strategy plans, with rolling five year programme portfolios detailing how these plans will be achieved. New programme activity to strengthen and increase the impact of these plans must be approved by a commitments management process designed to improve quality, strategic alignment and cost effectiveness.

On an annual basis, Sightsavers produces a five year budget to implement the programme plans. The process is activity based and is undertaken at a cost centre level, informed by discussions with partners. Fundraising and support functions develop plans that will enable the organisation to implement the programme plans as effectively as possible. The budgets are challenged and approved through the line management process. Data on these plans is provided to the Strategic Management Team (SMT) and overall resource allocation decisions are taken with full understanding of long term projections of organisational reserve levels. SMT has the ultimate approval of the plans and budgets.

Resource allocation information is contained within the FMF system once finalized and, as funding is received for specific purposes, this detail is also added to the system. Expenditure recorded in GAS is uploaded onto the FMF allowing direct comparison between the resources allocated and the expenditure incurred. This process provides assurance that the funding is being used for the correct purpose. This data is also used as the basis for the production of the year end fund balance position for inclusion in the statutory Annual Report and Accounts. A mandatory external audit is carried out of these accounts that provides assurance over the accuracy of this position.

Sightsavers has implemented a strong financial control framework around the accounting for financial transactions in GAS and the FMF, which is documented in the Financial Framework. This document can be found on our website ([http://www.sightsavers.org/in\\_depth/quality\\_and\\_learning/organisational\\_monitoring/14042.html](http://www.sightsavers.org/in_depth/quality_and_learning/organisational_monitoring/14042.html)). Integral to this framework are strong transactional controls over income and expenditure and monitoring controls, such as balance sheet reconciliations. One of the key controls over expenditure is the need to review it for compliance with terms and conditions set out by donors.

### **NGO8 Sources of funding by category and five largest donors and monetary value of their contribution**

Sightsavers has a strategic objective of growing and diversifying income. This is driven by a desire to increase the impact of the organization, to reduce the risks inherent in over-reliance on a narrow field of donors, and by an evidence-based belief that there is a mutually reinforcing element to having policy, programme and funding relationships with key international development donors, rather than only one or two of these aspects.

Successful plans to meet these objectives, and increased resources dedicated to this area of work, have meant that although income from individuals, trusts and corporates has fallen slightly since 2008, income from institutional donors (particularly bilaterals and multilaterals) has risen by 306 per cent to £10.0m in 2012. This trend is set to continue

in the short to medium term, however it is also recognised that official aid has declined in the last two years and the environment is ever more competitive.

Another income trend over the same period is the significant increase in gifts-in-kind income. In 2008, £69.4m worth of gift-in-kind income was reported in the statutory accounts, whilst in 2012 this figure was £119.8m. This balance is primarily a donation of Mectizan ® tablets from Merck and Co. Inc to treat onchocerciasis and lymphatic filariasis (LF). The increase in the accounts represents a doubling in the number of treatment cycles in some countries and an increase in focus on the treatment of LF.

From the 2012 Annual Report and Accounts, the categories of income are as follows (along with comparative figures for 2011):

Category	2012 £'000	2011 £'000
Gifts-in-kind	119,836	122,166
Individuals	17,127	17,482
“Institutional” donors	9,987	8,658
Legacies	7,399	8,245
Companies	2,067	2,619
Trusts	1,437	1,440
Community service and other organisations	467	379
Investment income	166	171
Other	143	151

The five largest donors and the value of their contribution are as follows:

Donor	2012 £'000	2011 £'000
Merck and Co. Inc	119,501	121,791
UK Department for International Development	4,522	2,903
European Commission	2,133	2,672
Irish Aid	1,273	0
Comic Relief	775	1,123

#### **EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation**

Sightsavers’ Global Diversity and Equality Policy makes a commitment to employ a workforce that reflects the diversity of local contexts and culture. This commitment is followed through in practice where Sightsavers recruits people currently resident in a country where it can, not only to reflect diversity but also in terms of cost effectiveness and commitment to build capacity in local communities. Locally hired employees are offered contracts in line with national terms and conditions.

The proportion of senior management hired from the local community at locations of significant operation is reported below. Senior Managers include the Strategic Management Team, Regional, Country, and Area Directors, and functional Heads.



Region	Senior Managers	Hired locally	Proportion	
	2012	2012	2012	2011
East, Central and Southern Africa	9	8	89%	100%
India	7	7	100%	100%
West Africa	12	11	92%	92%
South Asia	3	3	100%	100%
Europe	32	31	97%	96%

## Environmental

### EN16 Total direct and indirect greenhouse gas emissions by weight

Sightsavers activities do not lead to direct emissions as defined. All emissions are indirect and incidental to Sightsavers operations.

Sightsavers' largest office is located at Grosvenor Hall, Haywards Heath, West Sussex in the United Kingdom. The figures in the table and its comparative below relate to that location only. All conversions to CO2 are reported based on information provided by Sightsavers' energy provider.

Electricity and Gas used at Grosvenor Hall		
January – December 2012		
Type	Consumption (kWh)	CO2 (tonnes)
Gas	112,372	20.24
Electricity	236,988	131.92
<b>Total</b>	<b>349,360</b>	<b>152.16</b>

January – December 2011		
Type	Consumption (kWh)	CO2 (tonnes)
Gas	37,841	6.124
Electricity	347,915	192.724
<b>Total</b>	<b>385,756</b>	<b>198.848</b>

Electricity consumption has reduced over the past year as a result of the move of the servers offsite. Gas consumption has increased reflecting the prolonged period of cold weather experienced in 2012.

Systems do not exist to collate data from overseas offices in respect of indirect greenhouse emissions for buying gas, electricity or steam. This is unlikely to change until energy companies in these countries have the facility to calculate the carbon emissions resulting from energy generation. However, Sightsavers has started to engage with other INGO Charter members to understand how they have approached this issue. The initial conclusions are that all members are in a similar position to Sightsavers and the organisations are aiming to resolve this collectively.



## Business Travel

Two thirds of Sightsavers business related air travel globally by value\* is booked via a central process using a travel management company (TMC) from which CO2 figures can be obtained. The remainder is booked by local offices directly in country and no process exists to gather CO2 data in respect of these flights. The total of this local spend is reflected in the table below and can be considered as a proxy for CO2 emissions.

Air travel spend	Jan - Dec 2012 (£'s)	Jan - Dec 2012 (%)
Travel Management Company	479,824	66.89%
Skywards tax	19,222	2.68%
Short haul (Europe) via Easyjet etc	6,853	0.96%
	505,899	
Air travel booked through local offices outside Europe	211,456	29.47%
<b>Total</b>	<b>717,355</b>	

Air travel spend	Jan - Dec 2011 (£'s)	Jan - Dec 2011 (%)
Travel Management Company	227,342	40.60%
Skywards tax	35,484	6.34%
Short haul (Europe) via Easyjet etc	12,887	2.30%
	275,713	
Air travel booked through local offices outside Europe	284,260	50.76%
<b>Total</b>	<b>559,973</b>	

Much of the business related air travel which is booked via the central process is funded by "Gifts in Kind" made to Sightsavers by Emirates Airlines via their Skywards "air miles" scheme upon which Sightsavers only pays the airport tax element. During the year, Sightsavers utilised 17,524,300 Skywards miles (2011: 34,852,302) for the purpose of 346 related flights (2011: 452).

In Sightsavers annual report and accounts these have a value of £142,000 (2011: £229,000) based on the lowest economy fare available at the time of travel. This fall in the number of air miles available is the primary reason for the increase in cost, although there has also been an increase in travel associated with an increased level of staffing in "global" positions.

CO2 (Tonnes) Air Travel Report Jan 2012 – Dec 2012	
Journey Type	CO2 (tonnes)
Short haul (Europe) - TMC	26.52
Short haul (other continents i.e. Africa to Africa) - TMC	57.25
Long haul - TMC	721.26
<b>Total - TMC</b>	<b>805.03</b>
Long haul – Skywards – donated flights via "air miles"	369.54
Short haul (Europe) i.e. Easyjet, Aer Lingus	4.01
<b>TOTAL</b>	<b>1,178.58</b>

<b>CO2 (Tonnes) Air Travel Report Jan 2011 – Dec 2011</b>	
<b>Journey Type</b>	<b>CO2 (tonnes)</b>
Short haul (Europe) - TMC	3.58
Short haul (other continents i.e. Africa to Africa) - TMC	13.79
Long haul - TMC	370.72
<i>Total - TMC</i>	<i>388.09</i>
Long haul – Skywards – donated flights via “air miles”	544.59
Short haul (Europe) i.e. Easyjet, Aer Lingus	14.14
<b>TOTAL</b>	<b>946.82</b>

The increase shown here primarily relates to the increased number of flights taken and is consistent with the increase in the cost of flights shown above, excluding those booked outside Europe (which are not included in the CO2 data), once the cost of air miles is taken into account.

A good deal of surface business travel is undertaken in countries where Sightsavers has country offices using Sightsavers owned and operated vehicles, some of which are ageing and equipped with engines which are not as efficient as more modern units. No current system exists for recording the CO2 output of this fleet but in comparison with air travel, it is not believed that the numbers involved would ‘shift-the-needle’

### **EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved** **Grosvenor Hall - Premises**

Sightsavers is actively seeking to sell the existing UK headquarters building, a converted Edwardian convent school, to seek more energy efficient office premises elsewhere in the town.

As of autumn 2012, Sightsavers has transferred to a green energy tariff, which will further reduce the greenhouse gas emissions. However, at this stage it is too early to see the impact.

In the new premises, parking spaces will not be available for staff so they will be expected to use public transport to get to and from work. Car sharing and cycle to work schemes are also actively promoted.

### **Grosvenor Hall - IT Infrastructure**

The electricity consumption at Grosvenor Hall is significant. The major driver for this is the presence on site of two IT server/comms rooms with 3 phase power and air conditioning running 24 x 7. A project began in 2011 to virtualise the majority of the server farm and relocate it off site in a hosted environment.

75% of the servers have moved from Grosvenor Hall and we will be looking at reducing this figure further in 2014.

Sightsavers have disposed of all CRT monitors and replaced them with flat panels. We are looking to move from desktop PC's to more energy efficient netbooks & small fan-less PC's.

This will clearly reduce energy consumption from Sightsavers' premises but is also anticipated to reduce total energy consumption from Sightsavers' IT infrastructure through economies of scale.

### Overseas – Vehicles

In late 2011, Sightsavers began a programme to replace all office vehicles in countries where it has country offices with modern, fuel efficient, low-emission, lower CO2 Ford vehicles.

For the range of Ford vehicles being purchased, the CO2/km combined figures are 199-269g/km depending on the model.

This programme ran will continue until 2015 when all old vehicles should have been replaced.

### Virtual Meetings

In 2011 Sightsavers made an investment in video-conferencing equipment to enable a geographically diverse Strategic Management Team to hold virtual meetings. In 2012 Sightsavers introduced desktop videoconferencing facilities and made them available to all staff in all offices globally. Significant effort was put into educating staff in 2012 in the advantages and use of tele-, web- and video-conferencing.

Given the nature of these changes (i.e. impacting on the total energy usage of Sightsavers), it is not possible to identify the specific amount of CO2 saved from each as it is hidden within the total bill.

### Air Travel

Sightsavers is exploring carbon offsetting options for air travel booked through the designated team in Grosvenor Hall. This works out at approximately GBP10.00 per booking.

## Labour

### LA1 Total workforce, including volunteers, by type, contract, and region

The total employed workforce is reported in the table below by type, contract and region:

	<b>Sightsavers</b>	<b>Europe</b>	<b>West Africa</b>	<b>East, Central and Southern Africa</b>	<b>India</b>	<b>South Asia</b>
<b>Total</b>	<b>402</b>	<b>150</b>	<b>105</b>	<b>59</b>	<b>48</b>	<b>40</b>
Of which:						
Full time	379	127	105	59	48	40
Part time	23	23	0	0	0	0
Permanent	170	121	42	4	0	3
Fixed Term	232	29	63	55	48	37
Total (2011)	383	143	98	53	50	39

In addition to this employed workforce, Sightsavers has 115 volunteers in total that are all classified as 'occasionally mobilized'. Their main functions are:

- a) Talks to community groups including schools, churches and service organizations;
- b) Classroom activities with school children; and
- c) Events/conference cover.

Of these volunteers, 12 have been trained as regional coordinators. These volunteers provide support to the other volunteers within their region, but this does not constitute a part time role.

Sightsavers also works with university students who carry out street collections on its behalf. The precise number of students undertaking these collections varies from year to year. This is very sporadic and these volunteers do not receive any specific training for the role.

#### **LA10 Average hours of training per year per employee by employee category**

Sightsavers is committed to investment in training and development across all areas of its operations. The organisational approach aims to recognise the different development stages of its staff through identification of needs at an individual level. Individual needs are identified through the annual Performance and Development Review that each staff member goes through with their line manager.

Sightsavers' high level, global initiative – Developing County Level Teams (DCLT) – aimed at building in-country capacity focused primarily on leadership development and programme development and management has been the key focus in terms of training and development over the past 2 years. DCLT modules end in March 2013. An early evaluation of the impact of DCLT has highlighted several areas of improvement both in terms of leadership styles and behaviours and increased capability to deliver programmatic elements at a higher level of quality, i.e. concept notes. There is also evidence to indicate that it is leading to greater cross organisational learning. Overall DCLT has helped to legitimise training as a genuine cost and activity, and has also shown its importance in terms of performance improvement and skills enhancement.

Following on from DCLT and in response to various discussions and requests from different areas of the organisation, a need has been identified to put in place a more coordinated management development programme for Sightsavers, in order to strengthen the management capacity of the organisation.

While the country teams will continue to be critical in the successful implementation of the strategy, Sightsavers has been changing and strengthening the rest of its organisation in Europe. As a result of these changes, some employees have been promoted to managerial roles, and others are facing increasing challenges as the organisation moves to another level in terms of profile, influence and complexity. It is important therefore that we support these managers with the right skills and development to help them be successful in their roles.

Over the next 12 to 24 months Sightsavers will be running three Management Development Programmes entitled 'Changing Gear'. These programmes will be delivered on a modular basis and through use of a Manager Competency Tool that will enable Sightsavers to fine tune the programme to the needs of the participants.

The training data reported here reflects the internal reporting systems through the HR database and the figures supplied to the Strategic Management Team on a twice-yearly basis. The employment categories used by this database are directorate and geographic and so the data below is broken down in this way. A “grading” type approach (e.g. showing senior management, middle management, administration etc) is not adopted as Sightsavers does not have set salary scales, meaning that the data is not captured in this way. This is consistent with the data presented in each LA indicator.

	Europe*	West Africa	East, Central and Southern Africa	India	South Asia
<b>Average hours training per employee</b>	6.4	31.4	43	60	17
<b>*Category breakdown</b>					
Executive Directorate	6.7				
Funding & Marketing	6.6				
Policy & Strategic Support	5.7				
Finance, Planning & Operations	5.2				
International Programme Operations	2.6				
International Fundraising	4.2				
Neglected Tropical Diseases	0.0				
<b>Average hours training per employee (2011)</b>	6.9	60.7	41.8	67.6	48.3

The West Africa and South Asia training figures are down from 2011 as the training focus in these regions has been on the DCLT programme.

The 115 volunteers identified in LA1, did not receive any training in 2012 as all received four hours of training in their responsibilities in 2011.

The 12 regional coordinators had two meetings over two days - four half days in total in 2012 to allow them to fulfil their additional responsibilities.

### **LA12 Percentage of employees receiving regular performance and career development reviews**

The data below is a report on the percentage of employees receiving a Sightsavers' Performance and Development Review (PDR), which includes both performance assessment and personal development plans. Following feedback received through the 2011 Employee Survey and subsequent follow up meetings to gather more detail, in November 2011 a revised PDR process, designed to incorporate four key principles, was rolled out. These principles are:

1. Overall clarification of guidance on how to carry out performance reviews whilst allowing for differing operational environments;
2. Simplifying and shortening the process;
3. Emphasis on managing performance throughout the year; and

4. Changing the perception from PDR being seen as an HR process rather to an essential part of good management.

Although Sightsavers had provided a number of guidance documents to managers and employees in the past through the intranet, it was clear that people were either not aware of how to find them, or were not taking the time to read them. To help address this, in redesigning the main PDR form online hyperlinks were incorporated to take people through to the relevant guidance document that accompanied each section of the form. Examples of the guidance provided includes: How to prepare for the Review Meeting, Setting SMART Objectives and Giving and Receiving Feedback.

Informal feedback on the new process has been that managers feel better prepared to carry out PDRs. However, further formal feedback data on this will be collected during the Employee Survey in 2013.

The percentage of people receiving a PDR is as follows:

	Sightsavers	Europe	West Africa	East, Central and Southern Africa	India	South Asia
% Completed	100%	100%	100%	100%	100%	100%
% Completed (2011)	100%	100%	100%	100%	100%	100%

#### LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity

The composition of governance bodies and the breakdown of employees per category is presented in the table below. The same employee categories have been used for this indicator as for LA10 above, reflecting the classifications in Sightsavers' HR system.

#### Governance Bodies

The split between the different governance bodies of Sightsavers is outlined in section 4.1 of this report.

	Strategic Management Team		Trustees	
	2012	2011	2012	2011
<b>Total</b>	8	7	16	17
<b>Gender:</b>				
Male	5	4	13	13
Female	3	3	3	4
<b>Ethnicity:</b>				
White	7	6	11	12
Black	1	1	2	2
Asian	0	0	3	3
<b>Age:</b>				
Under 30	0	0	0	0
30 - 50 years	6	5	4	5
Over 50	2	2	12	12



<b>Disability</b>	0	0	2	2

	Sightsavers		Europe	West Africa	ECSA*	India	South Asia
	2011	2012					
<b>Total</b>	<b>383</b>	<b>402</b>	<b>150</b>	<b>105</b>	<b>59</b>	<b>48</b>	<b>40</b>
<b>Gender:</b>							
Male	169	143	46	40	28	16	13
Female	214	259	104	65	31	32	27
<b>Ethnicity:</b>							
White			140				
Black			2				
Asian			8				
<b>Age:</b>							
Under 30	42	52	30	4	3	6	5
30 - 50 years	287	299	100	87	51	35	31
Over 50	54	51	20	14	5	7	4
<b>Disability</b>	<b>13</b>	<b>17</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>

\* East, Central and Southern Africa

Although Sightsavers collects data on ethnic origin in Europe there is not presently a process for collection of this data across the other regional areas of operation. Although Sightsavers has begun to look to develop this through the HR systems this data is unlikely to be available in the short term

In connection with Sightsavers' organisational objective to increase recruitment of people living with a disability (with an emphasis on visual impairment) both in the UK and in overseas offices Sightsavers has been developing areas to increase disability awareness and confidence across all areas of its operations. This includes writing a Disability in the Workplace Policy following extensive consultation with internal stakeholders and external research with disability organisations and networks to gather information on employment best practice.

The policy is being issued as a 'working draft' as it is intended to be a living document that recognises Sightsavers' aspirations in terms of being a disability inclusive organisation but at the same time reflects the realities of the step changes that are still required to fully meet the objective. In addition, Sightsavers has recently rewritten the Equal Opportunities policy as a Global Equality and Diversity Policy to highlight the commitment to attracting and maintaining a diverse workforce.

## Society

### SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting

Prior to the development of the current organisational strategy, Sightsavers generally supported partners and projects over many years without having explicit plans for exit and sustainability. The new strategy, based on the development of approaches for

demonstration and then scale up by duty bearers such as ministries of health and education, has an explicit ambition of addressing systemic challenges and engaging with public, private and civil society partners and stakeholders from the outset to agree approaches to sustainability and scale-up. An integral part of this is developing a roadmap for exit and post-exit support where appropriate.

Sightsavers currently employs a number of processes to assess and manage the impact of our supported programmes on communities. These include:

### **Situational analyses**

Prior to the development of a project or programme, programme teams are expected to conduct a situational analysis. The analysis is essential to provide Sightsavers and its partners in both the public and civil society sectors, the necessary information to develop programmes that: respond to local need; address root causes and systemic barriers; collaborate with other community and development actors; and plans for sustainable change that is not solely dependent on Sightsavers support. It also includes a partner mapping exercise to identify appropriate development partners. Part of this mapping includes an assessment of their capacity.

The initial assessment is limited in its nature to top-level analysis of capacity based on past experience, staffing, registration and organisational structure. Once a partnership has been developed, a more robust participatory financial management and organisational capacity assessment will be undertaken and a capacity strengthening plan developed. With government partners, assessment will be guided using a health systems' approach guided by WHO health systems framework and a systemic assessment of education ministries approach, resources and commitment to meeting the educational needs of children with disability within the wider education system.

### **Commitments' Management Process**

As previously mentioned, all new programmes, including programmes accepted for renewal, have to pass through a commitments' management process. A key consideration in deciding whether to fund a new programme is the extent to which the design and planning of the programme has: included the targeted beneficiaries of the programmes; the proposed implementing partners and other stakeholders; and articulates a clear approach to addressing sustainability and exit. For existing programmes that did not receive approval through the Commitments' Management Process there is a requirement to produce an exit strategy to implement. Funding is available to manage this transition.

### **M&E**

As part of Sightsavers approach to M&E, programmes have to include in their proposals an approach to on-going participatory learning from routine monitoring, as well as mid-term reviews and evaluations that address issues of impact at multiple levels. This includes approaches to assessing the positive, as well as the unforeseen, impacts of programmes that Sightsavers supports. Where limitations are noted in the commitments' management process, follow-up support and guidance is provided and the issues identified have to be addressed before the programme is approved.

Monitoring data is collected by partners, who work directly with beneficiaries. They collect data on output measures at the point of service delivery e.g. when a patient comes in for surgery or when a child is admitted into school. The monitoring system

gathers this data from partners on a regular basis, either monthly or quarterly through partner reports. With evaluations, Sightsavers works with consultants to ensure independence of the work. The minimum expectation is for these consultants to gather information directly from community members using appropriate approaches such as group consultations, focus group discussions, significant change analysis and approaches for individual engagement as key informant interviews, and structured or semi-structured interviews.

For monitoring, service data is collected from all those who use the service as part of national data collection efforts, while selection for evaluation purposes is influenced by the evaluation design. For the latter, the evaluators use methods ranging from random selection to purposive sampling especially when it comes to dealing with key informants.

Sightsavers is independent of selection processes in evaluations so as to avoid bias.

### **Quality**

Over the period 2012 – 2013, Sightsavers has been piloting and rolling out programme cycle and thematic quality standards. These standards set the minimal benchmark that Sightsavers expects its operational partners to adopt, implement and regularly audit. They are based on best practice to minimise risk of harm to individual and communities during surgical and other procedures and poor programme design. In 2013, Sightsavers will be expanding its current range of quality standards to include quality standards for education and social inclusion. Once finalised following pre-testing and initial roll out, they will be included as necessary components of the Programme Funding Agreements with partners and this will include a requirement for regular participatory quality reviews.

### **Learning from past experience**

Sightsavers approach to sustainability and exit is informed by past experience and learning. This has reinforced Sightsavers conviction that the sustainability of programme approaches is only realisable when: those ultimately responsible for the replication and scale up of services are fully engaged at the conceptualisation and design of programme interventions; and, the approach a programme uses to manage exit needs to be actively reviewed and analysed with the implementing partners and programme beneficiaries on a regular basis and should not wait for an end of programme evaluation.

### **SO3 Percentage of employees trained in organisation's anti-corruption policies and procedures**

Sightsavers does not have a stand alone training programme for employees on the anti-corruption policies and procedures that have been adopted. Instead, the practice followed is to introduce all employees joining Sightsavers to the policies as part of their induction process. Changes in policies and procedures are communicated to staff as they occur and an annual reminder about the fraud reporting, money laundering and whistle blowing policies is issued. This includes reference to the need to report any instances of bribery identified.

The biggest recent change to the anti-corruption framework was the introduction of the Bribery Act in the UK in 2011 and the requirement for organisations to put in place adequate procedures to prevent persons associated with the organisation from bribing another person on their behalf. This change has been communicated to all staff by the Chief Executive, along with the impact on policies and procedures. During the risk assessment of the organisation it was identified that there were risks of bribery by

persons associated with Sightsavers' programme offices. As part of the mitigation strategy for this, all Country Directors were provided with more information on the Act and the organisation's strategy for addressing it as part of the wider Developing Country Level Teams programme.

In the two years since its introduction, there has been a significant amount of additional thinking on how the sector should respond to the challenge of the Act, much of which has been summarised in the Anti-Bribery Principles and Guidance for NGOs produced by Transparency International. In light of this, Sightsavers will review its approach to the Act and anti-corruption more broadly during 2013, including to training.

Sightsavers has a strong control framework to prevent and detect fraud, supported by internal and external audit visits that provide a deterrent effect. Sightsavers has a whistle blowing policy to encourage staff to report any instances of corruption that do occur.

### Product Responsibility

#### **PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship**

Sightsavers core fundraising markets are the UK and Ireland. In both locations, Sightsavers is a member of the relevant fundraising bodies and also endeavours to comply with rules on standards in advertising.

In the UK, Sightsavers is a member of the Direct Marketing Association (DMA), the single trade body for all reasonably-sized Direct Marketers, and the accepted trade body as to 'best practice' on all elements of Direct Marketing. Compliance with the rules of the DMA is assessed through an external audit by the DMA, the last of which took place in summer 2010.

It is also a member of the Fundraising Standards Board (FRSB) and the Institute of Fundraising and is subject to the Advertising Standards Authority, which is the lead authority in the UK on any complaints or breaches of standards in all advertising. Sightsavers self assesses compliance with the rules of the FRSB through submission of an annual report to them.

For fundraising activities in the Middle East and India, no local bodies providing guidelines and standards have been identified and so standards established in the UK, as outlined above, are followed.

Sightsavers Ireland is a member of Fundraising Ireland - an Irish professional body that seeks to represent the concerns of professional fundraisers across the country. Its purpose is to promote the highest standards of fundraising, and to support and develop the knowledge and standards of all those who are engaged in fundraising activities. As a member Sightsavers is required to abide by a strict Code of Conduct. It is also subject to the ASAI's (Advertising Standards Authority for Ireland) Code of Standards for Advertising, Promotional and Direct Marketing who are the lead authority in Ireland on any complaints or breaches of standards in all advertising (for example, inappropriate imagery and/or inaccurate claims). Finally, Sightsavers Ireland is now compliant with the Code of Practice for Fundraising as set out by the Irish Charity Tax Reform.

In the United States, Sightsavers is a member of the Association of Fundraising Professionals, which sets out principles of ethical fundraising. It is also registered with Guidestar, whose standards include a Donor Bill of Rights. Sightsavers assesses compliance with these standards annually. Sightsavers Italia operates within the fundraising guidelines issued by the Agenzia per il Terzo Settore.

Sightsavers is also required to be compliant with the requirements of the Data Protection Act 1998 and the Electronic Communications Directive 2003, as regards supporters. This is recognized through employee contracts and regular staff training on the implications of this legislation. All external suppliers (e.g. mailing houses) must also sign data security statements. Sightsavers has a Data Protection Policy which is part of the formal induction process for all new staff, and which existing staff are expected to adhere to as part of their working activities

All UK supporter complaints, including those related to breaches of standards for fundraising and marketing communication practices, are recorded on the supporter database. This is regularly reviewed by the relevant line manager in order to determine the next steps in managing the complaint. Sightsavers encourages any supporters that are unsatisfied with the way that their complaints have been dealt with to contact the FRSB for a review of the complaint and how it was handled.

At the end of the year, Sightsavers must submit a report to the FRSB showing the number of complaints received, broken down by activity. For 2012, the reported figures are as follows:

<b>Type of fundraising</b>	<b>Volume</b>	<b>Complaints</b>
Telephone fundraising	46,509	13
Addressed pieces of direct mail	798,042	66
Un-addressed pieces of direct mail	673,794	7
Email fundraising	353,019	1
Outdoor advertising	3,000	0
Television adverts	14,100,000	0
Press advertising	1,200,000	0
Magazine / Newspaper inserts	9,531,250	0
Prospect face to face fundraising	399	0
Outdoor events	240	1
Volunteer fundraising	301	0
Fundraising from business	1,211	0
Trusts and foundations	1,718	0
Major donor fundraising	316	1

No complaints were received regarding data protection issues.

In the new fundraising locations, Sightsavers received a small number of requests to remove individual's details from its distribution lists.

## Appendix 1: Link to Charter Principles

Principle	Referred to in report
Respect for Universal Principles	<p>Sightsavers works to provide blind and disabled peoples organisations with the skills to advocate for adoption of the UN Convention on the Rights of Persons with Disabilities. This is described in Indicator NGO1.</p> <p>More generally, this principle underpins all of the work described in the report.</p>
Independence	Section 2 sets out the ownership and structure of Sightsavers. Section 4.15 shows how Sightsavers chooses who to engage with. Indicator NGO8 describes Sightsavers sources of funding.
Responsible Advocacy	Indicator NGO5 addresses Sightsavers approach to responsible advocacy.
Effective Programmes	Indicators NGO1-4 and 6 describe how Sightsavers works in partnership to achieve its aims.
Non-discrimination	Indicator LA13 describes the internal approach. Indicator NGO4 describes the external approach.
Transparency	The whole report is a demonstration of Sightsavers engagement with this principle. Indicator NGO7 refers specifically to the audited accounts.
Good governance	Section 4 – Governance, commitments and engagement governance.
Ethical fundraising	Indicator PR6.
Professional management	<p>Indicator NGO7 refers to Sightsavers financial controls.</p> <p>Section 4 sets out the accountability arrangements for the Board. Indicator NGO3 describes the evaluation of projects. Indicator LA12 describes employee evaluations.</p> <p>Indicator NGO5 addresses the approach to responsible advocacy.</p> <p>Indicator NGO6 highlights how Sightsavers co-ordinates with other actors (including partners)</p> <p>Section 4.15 shows how appropriate partners are identified.</p> <p>Indicator LA10 refers to human resource development.</p> <p>Indicator NGO4 describes Sightsavers approach to gender in programming.</p> <p>Indicator SO3 describes Sightsavers approach to bribery and corruption and whistleblowing.</p>