



## **Accountable Now 2018 interim report May 2019**

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## List of acronyms

- CRM – customer relationship management
- DFID – Department for International Development
- DPO – disabled people’s organisation
- GDP – good distribution practice
- HMIS – health management information system
- IATI – International Aid Transparency Initiative
- IRO – independent research organisation
- MHRA – Medicines and Healthcare products Regulatory Agency
- PCM – programme cycle management
- PDP – project design process
- QSAT – quality standards assessment tool
- SDG – Sustainable Development Goals
- UNCRPD – United Nations Convention on the Rights of Persons with Disabilities

# CEO opening statement

The last year has been a very difficult one for the sector – the safeguarding issue has had profound implications for us all and we are still awaiting final reports by regulators on Oxfam and Save the Children. Further developments on how to both protect stakeholders and support organisations to do so will continue to emerge over the next year. There is much political uncertainty at the moment – as I write this the UK is convulsed by the Brexit discussions, but the pressures on civil society across the world are immense. Public trust in institutions is at a low point. Against this backdrop, an organisation must ensure that it is accountable to all its stakeholders or it risks being dismissed as irrelevant. The importance of accountability has never been higher.

At Sightsavers we have spent a great deal of effort this year on various compliance matters to ensure that we pass muster when stakeholders undertake due diligence on us. There have been several highlights of the year in this regard:

- We are now 100% compliant with the DFID Supporter Code, and have been helping our partners reach these standards wherever possible.
- We were awarded Her Majesty's Government Cyber Essentials accreditation in October
- We were awarded a Medical and Healthcare products Regulatory Agency (MHRA) licence for the wholesale distribution of medical products to our programme partners (Wholesale Distribution Authorisation-Human or WDA-H licence). The Charity Commission had advised all NGOs who distribute such products that one was necessary, and we obtained this as part of a major revamp of our procurement processes.
- We enhanced our safeguarding policy to include adults at risk, rolled this out to staff and were audited by 'Keeping Children Safe'. They found us to be satisfactory and indeed several of our processes were seen to be exemplary.
- We continue to focus on excellence in supporter care and saw a drop of around one third in fundraising complaints. We also introduced a new supporter care system and made sure that we were fully GDPR compliant, all without any negative impact on supporters.

In terms of our programmes with partners and beneficiaries, the last 12 months have seen a huge increase in contracts won by Sightsavers as leaders of consortia, which will enable us to expand our programmes. These contracts included two major disability contracts (DFID funded), a set of neglected tropical diseases (NTDs) contracts as part of the Audacious programme (various philanthropists), and most recently one lot of the ASCEND NTD programme from DFID. The total value of the contracts is in excess of £250 million over the next four years (some go beyond this time frame). We are also seeing several major contracts end this year, so this is a period of significant change, and while it is very exciting it also brings a lot of stress and sleepless nights.

We have recognised this, and while we are obviously hiring in capacity to support this growth, we also realise that there could be a risk to the mental health of our staff as we ramp up. We are intending to introduce more wellbeing initiatives this year (and I am interested to see the imminent wellbeing strategy that Amnesty International is planning to launch, which may give us some ideas). We recently trained two mental health first aiders for our UK office, and our staff in country have access to independent counselling services.

Aside from winning major contracts, we were able to support more eye operations last year than in previous years and had some notable wins in eye health advocacy. We strengthened our engagement with

beneficiaries – the large disability contracts include the international representatives of the umbrella organisation for the disability movement at the highest level of governance of the programme. A significant part of the programme includes advocacy, and this engagement enables us to include the views of the disability movement in shaping that work. This relates to one of the findings of the Independent Review Panel.

In 2019, the top three accountability-related items we are focusing on are as follows:

- Ensuring that our major programmes are set up in a way that guarantees accountability and transparency.
- Our organisational strategy refresh. As part of this, we have a working group on how to bring evidence into practice. This focuses on how we gather and use data (which will include data from beneficiaries) and will help us ensure equity in our programme delivery. This is linked to one of the findings of the Independent Review Panel.
- We will be looking at the developments in wellbeing programmes being introduced across the sector to enable us to support our staff positively rather than focusing on complaints and grievances. The trustees have set this as an objective for me as CEO, showing the importance they place upon it.

Last year was highly successful for Sightsavers. Aside from programme delivery, we had a strong financial year with a significant surplus. However, we are in no way complacent given the backdrop of uncertainty both for the sector and the wider world. We believe it is critical to ensure the organisation has strong accountability processes in such an environment. We will only be able to reach our beneficiaries if supporters trust us enough to fund us. We will only be influential in our advocacy goals if we are trusted by those we seek to influence. Unless we are willing to be held accountable, and have the processes in place to demonstrate this, this trust will not be forthcoming and we will fail in our mission.

**Dr. Caroline Harper**  
**Chief Executive**



# 2018 improvement analysis

## We listen to and empower stakeholders: (E3) 2018 response

Sightsavers continues to utilise a number of beneficiary feedback approaches and mechanisms across our portfolio of programmes. As part of our project design process, we hold consultations with implementing partners to review any existing methods for collecting beneficiary feedback before collaboratively agreeing approaches to strengthen stakeholder engagement, taking into account local and community dynamics. In this reporting period, Sightsavers' Monitoring, Evaluations and Learning (MEL) team also sought to refine guidance for the collection of beneficiary feedback – initially rolled out in 2017 – and have been regularly analysing the beneficiary feedback collected in order to assess the effectiveness of our work.

In 2018 Sightsavers conducted – or commissioned through an external agency – eight project evaluations, with a further five evaluations concluding in 2019. All of these reviews sought feedback from direct or indirect beneficiaries and from partners. Views were gathered using different approaches relevant to the context. For example, in Sierra Leone, feedback was sought from children with disabilities in project schools, and from teachers who had undergone training. The chosen inclusive methodological approach facilitates girls with disabilities to comment on the strengths and weaknesses of the project from their perspective.

Key findings from this review suggest that the project has been successful in promoting inclusion in demonstration schools, to the extent that the anticipated number of children with disabilities enrolling has been greatly exceeded. In this particular review, another finding was that: 'The project recognises the additional difficulties faced by girls with disabilities and makes relevant targets and efforts to reduce inequalities.' The latter finding partly relates to challenges experienced by girls in attending school while menstruating and the adaptive management of the project in response to understanding this.

On a routine basis, in a project for young people with disabilities wanting to improve their employment prospects in Uganda, young people have been supported to organise themselves into an action learning group and monitor any issues or challenges within the project. Their findings are fed back to Sightsavers' Project Officer who then takes appropriate action.

In Bangladesh and Pakistan, Sightsavers country offices are working with partner health facilities to strengthen their patient relations and mechanisms for gathering patient feedback and acting upon it. In Bangladesh, project staff have been working with four health facilities to trial a means of gathering information on satisfaction from patients who have received eye care. Since July 2018, ten people per month have been interviewed about the treatment they received with information recorded on a mobile app for collation and analysis by health facility and project staff. Where action is required, this is followed up by health facility staff and monitored by project staff. In the interests of continual improvement, the project and health facility staff will be reviewing the pilot, the results and the impact on services in 2019. The approach in Bangladesh is one of a number of approaches being supported by Sightsavers' MEL team as part of an examination into which patient satisfaction measures work, why and how, across our eye health projects.

In addition, Sightsavers' quality standards assessment tool (QSAT) includes components to measure patient engagement at health facilities when they are assessed. The quality improvement action plans developed thereafter make provisions for strengthening patient engagement over the lifetime of the project.

This approach with health facilities strengthens capacity as well as building their health management information systems (HMIS), while they own and manage any developments. The intention behind this method is to build partners' willingness and capacity to improve accountability to service beneficiaries, and to empower service beneficiaries to engage with health facilities and voice their opinions.

## Our advocacy work addresses the root causes of problems: (F2) 2018 response

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Sightsavers' global policy and advocacy work covers a wide range of activities. We recognise the importance of international frameworks and the benefit of changing government policy, as well as the impact that policy change at a local level can have on the lives of people living in poverty – including improving access to health services, inclusive education and social inclusion. As a result, our influencing work covers the full range, from international to local levels.

At each level, there is an appropriate and effective system to ensure that our advocacy is effectively focused, that we involve the voices of people affected by change and that we work closely in partnership with others. For example, it is unrealistic to expect grassroots community-based organisations to provide detailed policy analysis on UN General Assembly resolutions, but it is important that the issues and voices of people we work with are meaningfully engaged in processes that inform policy analysis and positions. Equally, it is critical that people in developing countries, particularly marginalised people, live in a society where they have the voice and agency to make change for themselves, and our advocacy work is designed to empower people to seek that society.

At a local level, we focus our support on helping the people we work with to identify the change they wish to seek and strategies to overcome barriers to that change. This can include training, but it is much more about the partnerships we build, based on the resources and capacity that Sightsavers is able to contribute. An example of these activities could be the development of SDG scorecards with local DPO organisations in five states in India, through which people with disabilities are able to identify the changes that they seek and are given the tools to discuss and agree these with the local authorities.

At a national level, we integrate our advocacy work into programmes, to ensure that there is consistency in what we say and what we do. We work closely with partners to identify national policy change, and can run consultative processes with partners and the people we work with to identify the impact of policy change. For example, in Bangladesh, Sightsavers supported the development of the [Disability Alliance](#) for the SDGs, who successfully influences the country's Voluntary National Review, through work with local, regional and national partners. The Policy and Global Advocacy team is equipped to support this work, but it is led by Sightsavers' country office teams and aligned with our organisational priorities and strategies.

At the international level, our experience and engagement at the local and national levels is critical in informing the policy change we seek, through our reporting processes, national policy context analyses and working closely with Sightsavers' country office teams. Our influencing work is often in the context of international processes, which range from the post-2015 negotiations to the UK Global Disability Summit in 2018. In addition, we work to develop the understanding of our campaign supporters, while providing them with opportunities to call for policy change. The voice and agency of the people we work with in our programmes is an essential part of our communication with campaigners, ensuring that our work is meaningfully influenced and led by the changes identified in our programme work.

We also aim to provide a platform for the voices of disabled people's organisations and participants in programmes to have their views heard at a global level. For example, we arranged for Harriet – a woman with a disability who was a participant in our economic empowerment project in Uganda – to ask a [question](#) of the candidates for UN Secretary General.

## Governance processes maximise accountability: (J3) 2018 response

Considerable effort was invested in updating complaints-related policies and procedures during 2017 and 2018. Among these were Sightsavers' safeguarding, whistleblowing and grievance systems. The changes were rolled out in 2018 and this included engaging partners on the need to report issues and complaints, especially from a safeguarding or other irregularity perspective. We have also commissioned an internal audit review of our complaints system in the first quarter of 2019. This work has been carried by an independent consultant and the draft report has just been submitted for review and discussion.

The report has confirmed that overall complaints handling is sound and operating adequately across the organisation in terms of handling and resolution. Our fundraising functions continue to handle complaints very effectively. However, the report has highlighted the need for some of our country offices to strengthen their procedures for recording and documenting complaints. It recognises that these are being dealt with properly, but it identified a level of confusion in countries about what needs to be recorded as a complaint. Complaints in country tend to be from programme implementing partners concerning contractual issues and very few complaints are received from beneficiaries. The points the report has raised will be addressed in the coming months and we will provide an update on this process in the next full report.

### Update on incidents of fraud

- In the 2017 reporting period, there was one substantiated allegation of fraud in which arrests and prosecutions followed. Between 2013 and 2017 we recorded a total of five confirmed fraud incidents and eleven cases of equipment theft which warranted further action.

### Update on complaints under the whistleblowing process

- Over the last two reporting periods, we have received one whistleblowing allegation. The allegation was automatically escalated and following a full investigation, it was determined to be a human resources matter. The complaint was then resolved successfully by Sightsavers' human resources function.

### Update on fundraising complaints

- Our supporter care and complaints handling processes continued to work effectively in 2018, with the volume of fundraising complaints dropping by almost one third in this reporting period.

Type of fundraising	Complaints in 2018	Complaints in 2017
Telephone fundraising	0	0
Addressed direct mail	26	48
Email fundraising	1	2
TV ads	7	9
SMS fundraising	0	0
Press ads	0	0
Magazine/inserts	2	2
F2F	0	0
Outdoor events	0	0
Raffles	0	1
Fundraising from business	0	0
Trusts and foundations	0	0
Major donor fundraising	0	0
Online fundraising	6	0
Volunteer fundraising	1	0

# Update on significant organisational changes

## Cluster A: Impact achieved

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### ***Justice and equality (1): Global disability programmes***

The UK government, in collaboration with the government of Kenya and the International Disability Alliance, hosted a global disability summit in London on 24 July 2018. At the Disability Summit, the UK government's Secretary of State for International Development announced a £30m six-year inclusive development programme, led by Sightsavers, to find ways to support 100,000 people with disabilities to access health services, enable 10,000 children with disabilities to go to school, and support up to 45,000 people with disabilities to increase their income. Central to the programme is the International Disability Alliance, the global alliance of people with disabilities representing one billion people.

The programme, to be delivered through a consortium of 10 partners, is focused on testing and evaluating innovative approaches to inclusion, scaling up effective interventions and developing the knowledge base in areas where evidence is weak. The programme will share knowledge in a way that maximises impact on the global development stage, reaching sectors, countries and actors outside the scope of our own programmes.

At the Disability Summit in July 2018, it was also announced that Sightsavers would lead a consortium of organisations to deliver a £13 million UK Aid Connect programme in Bangladesh, Uganda, Kenya and Nigeria to support people with disabilities to find work. The Inclusion Works programme seeks to understand how local labour markets can be influenced, at different levels, for greater disability inclusion in the formal and informal employment sectors. The programme aims to create 'model inclusive environments' in each country/sector and identify a clear pathway in which inclusive employment occurs and can be sustained.

### ***Women's rights and gender equality (2): UNCRPD elections***

In June 2018 Gertrude Oforiwa Fefoame, Sightsavers' Advocacy Adviser for Social Inclusion, was elected to the United Nations committee that monitors the Convention on the Rights of Persons with Disabilities (UNCRPD). Sightsavers, through its #EqualUN campaign, had been calling for better representation of women with disabilities on the committee. #EqualUN is part of the organisation's wider campaign for disability-inclusive development, which celebrated its fifth anniversary in December 2018. Six of the nine positions available as part of the UNCRPD elections went to women and this result greatly improves the gender balance on the committee, which previously had just one woman out of a total of 18 members.

### ***Lasting positive change (4): Project design process review***

Since its launch in 2015, the project design process (PDP) has been utilised in a series of project design scenarios, using both unrestricted and restricted funding. The purpose of the PDP is to establish an overarching framework for project conceptualisation and design, as well as a set of minimum requirements that a project must meet before moving through start up and inception. The PDP also identifies the roles and responsibilities of global and country level teams at each stage of the process to ensure joint ownership and accountability. In 2018, we conducted a review of the PDP to identify gaps and recommendations in light of new systems and processes.

The key changes and recommendations are based around consistently and systematically following our programme cycle management (PCM) standards for project design, alongside donor requirements for the submission of funding proposals. To track this, we have developed a PDP checklist for each stage of the project conceptualisation and associated output, with identified leads within the design team and timelines

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for completion. The PDP checklist is reviewed during project design meetings and is a useful tool for tracking key decisions, identifying questions in need of clarification or further discussion and obtaining sign off from the project team, in addition to supporting adherence to workflow dependencies. The incorporation of this checklist has enabled us to work more collaboratively across the organisation in order to design effective projects.

### ***Lasting positive change (4): Quality assurance review***

As discussed in the 2017 full report, Sightsavers has been conducting a full review into our quality assurance process. This review of our tools and processes was completed in 2018 and was accompanied by a review report and a number of recommendations, which are as follows:

- A new training programme is needed to ensure all associated staff understand the tools and processes
- A more comprehensive centralised monitoring system for action plan completion is needed
- Supporting documentation and guides need updating
- The large amount of quantitative and qualitative data contained in the QSATs should be analysed and a report circulated on a biannual basis to all relevant personnel
- Specific personnel, equipment and infrastructural QSAT elements should be included in the partner due diligence tool to ensure that partners have minimum necessary elements in place or a plan/budget to address them if not

The adaptation of the supporting documentation and due diligence tools is currently in progress, and the implementation of the training programme will take place after the supporting guidance and documentation has been updated.

Since the report was completed in 2018 – and the first data analysis shared with technical staff within the organisation – closer and more centralised monitoring of action plan completion has been observed.

### ***Lasting positive change (4): Updated safeguarding policy***

In 2018, we further strengthened our safeguarding policy to include additional provisions for ‘adults at risk’ and underwent a safeguarding audit, conducted by Keeping Children Safe. The updated policy defines an ‘adult at risk’ as someone aged 18 or over who has care and support needs because of their age or frailty, gender, mental or physical health problems, learning or physical disabilities or the impact of disasters and conflicts. As a result, they may be unable to protect themselves from harm, exploitation or abuse. The updated policy is available on our [website](#) and was revised in accordance with the principles of safeguarding as set out by the UK Care Act (2014).

## **Cluster B: Stakeholder involvement**

### ***People driven work (5): Participatory design***

Meaningful participation is critical to our inclusive eye health work. In 2018, we hosted participatory design workshops in all three countries where we have recently started inclusive eye health programmes (Mozambique, Bangladesh and Pakistan). Sightsavers collaborated with eye health and inclusion partners such as ministries of health, women’s groups and disabled person’s organisations (DPOs) to co-produce a shared vision for inclusion in eye care programmes. This process was guided by Sightsavers’ inclusive eye health manual and focuses on health system strengthening, leadership and governance, infrastructural accessibility, health staff capacity, social and behaviour change communication. Future inclusive eye health programmes in Malawi, Nigeria and Tanzania are scheduled to start in 2019 and will build upon these previous learnings. Further examples of our people driven work in 2018 can be found in [Sightsavers 2018 Annual Inclusion Report](#).

### ***Strong partnerships (6): Neglected tropical diseases programme portfolio***

2018 was also a significant year for our neglected tropical disease programme portfolio, particularly in Ghana where Sightsavers has been working since 2000. On June 13 2018, the World Health Organization (WHO) announced that Ghana had become the first country in sub-Saharan Africa to eliminate trachoma as a public health concern. Ghana's breakthrough achievements show that eliminating this eye disease is possible, and it is hoped this will pave the way for many other countries to follow.

Following on from this success, it was announced in December 2018 that leading philanthropists including Virgin Unite, the Children's Investment Fund Foundation (CIFF), The ELMA Foundation (UK) and the Bill & Melinda Gates Foundation had set up a \$105 million fund to help eliminate trachoma. The Accelerate Trachoma Elimination Programme, led by Sightsavers, will support at least ten countries to reach trachoma elimination and boost elimination efforts in several others over the next five years. In addition, Accelerate will have a focus on operational research on trachoma and the impact of the distribution of the drug Zithromax on infant mortality, with early research suggesting that it has the potential to reduce childhood mortality rates by as much as 20%.

### ***Strong partnerships (6): Sightsavers research centre***

Following the award of independent research organisation (IRO) status in 2017, Sightsavers has established a research centre, which launched in June 2018. Gathering and disseminating sound research evidence is the best way to ensure our programmes are effective in achieving their goals and meeting the needs of the people they are designed to serve. The research centre helps to facilitate collaborative working with a range of academic and policy development partners and strengthens our ability to disseminate high quality research both within and outside of the organisation. Sightsavers' Research team now has dedicated [website](#) where interested parties can access a comprehensive library of Sightsavers' research resources.

### ***Open organisations (8): Cyber essentials achieved***

As discussed in the 2017 report, Sightsavers undertook a body of work to gain the HMG Cyber Essentials Accreditation, with the accreditation being awarded in October 2018. This required upgrades to our firewalls, computer and server configurations, the way our systems are updated, our malware and email protection and the access control to our systems and data. Throughout the process, Sightsavers benefited from its existing investment in cyber security, IT systems and infrastructure. Had these not already been a priority, achieving the accreditation would have required a greater deal of organisational change and financial investment.

### ***Open organisations (8): IATI trial***

In October 2018, Sightsavers staff visited Benedictine Eye Hospital in Uganda to conduct an IATI pilot exercise for downstream partners. The pilot sought to examine the opportunities and potential challenges associated with introducing partner organisations to IATI reporting. A report of key learnings and partner feedback was generated in which a number of observations were made relating to information technology requirements, partner and country office support, training effectiveness and data entry protocols. Further developments in this area are still under consideration at the time of writing and we will provide an update in the next full report.

### ***Open organisations (8): Customer relationship management (CRM)***

Sightsavers' CRM database is one of our most crucial organisational systems and holds millions of supporter records from across the world. In the 2018 reporting period, Sightsavers' Individual Giving team completed the migration of our supporter database from the 'Progress CRM' to a new 'Blackbaud CRM' (BBCRM).

Prior to completing this migration, the team went through a rigorous process to identify a suitable replacement, and Blackbaud was subsequently chosen as the successor. This particular CRM platform was chosen as it offers enhanced security tools for protecting the personal information of our supporters and strengthens Sightsavers' GDPR compliance. Blackbaud also offers superior functionality for the efficient storage and management of supporter information.

## **Cluster C: Organisational effectiveness**

### ***Empowered and effective staff (9): Staff recruitment and development***

The previous year has seen us build on our commitment of becoming an employer of choice for talented candidates with disabilities. We successfully renewed our Disability Confident Employer Level 2 accreditation and are at the early stages of working towards Disability Confident Leader Level 3. In 2018, Sightsavers also became a member of the International Labour Organization's Global Business and Disability Network, through which we hope to gain inspiration from private sector efforts on improving working conditions and opportunities for people with disabilities globally.

### ***Well-handled resources (10): Global supply chain***

2018 was an important year for Sightsavers' programme procurement function. Following the completion of a review into the nature of our supply chain activities in 2017, Sightsavers has undergone a procurement transformation to reengineer our global supply chain. In 2018, we have taken a number of steps to 'future-proof' this function against the backdrop of an increasingly complicated regulatory environment.

For example, we held consultations with industry experts (AECOM and HTF Limited) to review existing processes and identify areas for improvement that would lead to greater efficiency and enhanced regulatory compliance. Following these discussions, a category management approach to procurement was developed and certain global procurement functions were relocated to geographical areas where they will be more effective and ensure value for money. Additionally, changes to existing procurement activities have enabled Sightsavers to strengthen our import, export and logistical processes to ensure adherence to strict procurement regulations and frameworks.

This transformation has enabled us to achieve Good Distribution Practice (GDP) compliance certification and acquire a Medical and Healthcare products Regulatory Agency (MHRA) licence to distribute medical products to our programme partners from 2018 onwards. At the time of writing, we are one of only a handful of NGOs to have been granted this licence.

### ***Well-handled resources (10): Givewell recommendation***

Givewell is known for its in-depth analysis to find and recommend charities who can deliver cost-effective and high impact interventions. In 2018, following more detailed monitoring of our schistosomiasis deworming work and a 50 per cent increase in its estimate of Sightsavers' cost-effectiveness, GiveWell continued to recommend us for deworming, citing our "strong track record and excellent cost-effectiveness" and standout record of transparency.

### ***Responsive decision-making (11): 2018 staff survey***

2018 also saw Sightsavers' management team distribute an organisation-wide employee survey that was completed by 98% of employees. The results were made available to all staff on Sightsavers' intranet and an organisation-wide directorate level analysis of the findings was completed as a measurement of progress against the 2015 survey results. Staff were then invited to feedback on the analysis and identify

opportunities for Sightsavers to improve working conditions at a departmental level. This process is still ongoing at the time of writing.

### ***Responsible leadership (12): Trustee appointments and departures***

In this reporting period, we have seen a number of changes to our board of trustees in the UK, including the appointment of three new trustees:

- **Clive Jones** (appointed August 2018) is a senior figure within the British broadcasting industry and as an experienced chair; he now splits his time between the public and private sector, which has involved chairing the Disasters Emergencies Committee, National Theatre Wales and the Runnymede Trust. Clive has held many senior posts at ITV, including managing director of the commercial network and is currently chairman of ITV pension funds and a trustee of the Thomson Foundation, which seeks to underpin ethical journalism in the developing world and newly established democracies in Eastern Europe.
- **Prof Tuwani Rasengane** (appointed December 2018) is Head of Optometry at the University of the Free State in South Africa, and a senior manager of optometric services in the Free State. She represents Africa in the World Council of Optometry education committee and has a PhD in physiological optics from the University of Houston.
- **Louis Taylor** (appointed December 2018) is Chief Executive of UK Export Finance, the UK government's export credit agency. He previously held senior roles in financial services (JP Morgan and Standard Chartered) and is a former Chair of Trustees of Music in Prisons, and Chair of Governors at RGS Newcastle.

Outgoing UK trustees from the UK board are **Michael Chilton** (stepped down July 2018); **Stephen King** (stepped down July 2018) and **Will Gardner** (stepped down October 2017).



## Update on income and largest donors

(Please note that all 2018 figures are not to be circulated externally. They are to be considered as in draft status, unaudited and subject to change. Official figures will be released in the annual report July 2019.)

### 2018 income

Category	2018 £'000	2017 £'000
Gifts in kind	232,464	248,536
Incoming resources from charitable activities	27,684	25,121
Individuals	25,951	24,564
Legacies	11,332	9,384
Trusts	5,434	4,608
Grants within voluntary income	5,319	4,456
Companies	3,800	2,620
Community service and other organisations	329	2,118
Other	227	25
Investment income	225	279

### Our largest donors in 2018 and 2017 were:

Donor	2018 £'000	2017 £'000
UK Department for International Development	13,753	14,400
The Queen Elizabeth Diamond Jubilee Trust	9,427	7,917
Accelerate Partners	2,255	0
The Bill & Melinda Gates Foundation	2,235	1,471
Givewell	1,947	2,442
Irish Aid	1,535	1,531
People's Postcode Lottery	1,074	0

## Appendices

1. Sightsavers [annual inclusion report](#), October 2018
2. Sightsavers open information policy, March 2019
3. Sightsavers [safeguarding policy](#), August 2018

We work with partners in  
low and middle income countries  
to eliminate avoidable blindness  
and promote equal opportunities  
for people with disabilities

[www.sightsavers.org](http://www.sightsavers.org)

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