

**Improvement Analysis**  
**Sightsavers**  
*November 2014*

<b>Evidence</b>
Evidence that policies and procedures work well in practice are provided for some indicators but should be more frequently demonstrated in the next report. It is suggested to look at the Panel's generic feedback letter to this review round – No. 3 gives good examples on how to provide evidence. The Panel looks furthermore forward to see more links to mentioned policies throughout the next report.
<b>Actions taken</b> .....
<b>Reporting process (3.5)</b>
The report has been compiled with cross-functional contributions within the organisation and the opening statement of the CEO shows that previous Panel feedback was taken into account and led to organisational changes. It is not clear, however, how circulation of the 2012 report to employees, partners and donors has led to relevant feedback and management responses. It would be interesting for the coming report to understand how Sightsavers uses the Charter report and review to inform strategic and management decision making.
<b>Actions taken</b> .....
<b>Complaints Handling Mechanism (NGO2)</b>
The organisation's newly developed Global Complaints Policy in reaction to previous Panel feedback is highly commended. The Panel looks forward to information on running the policy in 2014 and to more details about how complaints and feedback led to changes in decision-making, and were resolved or followed up upon.
<b>Actions taken</b> .....
<b>Advocacy (NGO5)</b>
Comprehensive information is provided on the involvement of staff, beneficiaries and external experts to develop policy positions. It is not clear, however, if this commitment is supported by a published policy and sign off process for adopting public policies. Neither is there a formalised process for corrective adjustment where necessary or exit strategies for all campaigns. Sightsavers is encouraged to look into this systematically.
<b>Actions taken</b> .....
<b>Resolution of Complaints (NGO9 &amp; PR6)</b>
Sightsavers neither has a formalised policy for staff to raise grievances (NGO9) nor an organisational policy on fundraising (PR6). The organisation and its entities adhere to a number of relevant internal guidelines, a broad number of legal national standards and voluntary codes. Nevertheless, Sightsavers is encouraged to provide evidence in the next report that concerns raised in both areas were resolved satisfactorily.
<b>Actions taken</b> .....