

Accountable Now

2020 interim report

August 2021



Contents

CEO opening statement	3
2019 improvement analysis	5
C.3. How does your organisation practice being inclusive and protecting human rights, including promoting women’s rights and gender equality, in accordance with commitments 1-2.....	5
J.4. Complaints handling mechanisms and overview of complaints (internal)	7
K.1. The governing body and management are held accountable for fulfilling strategic promises.....	9
Significant organisational changes	10
New appointments and changes in organisational structure	10
Refreshing our strategies	11
Adapting to Covid-19.....	12
Income and donor update	14
Appendices	15

List of acronyms

- DFID – Department for International Development
- FCDO – Foreign and Commonwealth Development Office
- KPI – Key Performance Indicator
- LAMP – Learning Accountability and Monitoring Process
- LF – Lymphatic Filariasis
- MDA – Mass Drug Administration
- NDWG – India National Disability Working Group
- NTDs – Neglected Tropical Diseases
- OPDs – Organisations of persons with disabilities
- PPE – Personal Protective Equipment
- SIM – Strategy Implementation Monitoring
- URE – Unaddressed Refractive Error
- WHO – World Health Organisation

CEO opening statement

As with every other organisation in 2020, the year was dominated by the impact of the pandemic, on our programmes (and hence beneficiaries and partners), on staff and on our donors. Our main task was to mitigate this impact and to do what we could to still deliver as much as possible against the targets we had set, albeit in a Covid secure way.

The pandemic brought new challenges for accountability and this has been our focus – we stepped up in many ways. We instigated weekly reporting to the management team on the Covid status of our countries and offices to enable us to maintain the safety of our staff. Our programme reporting increased to fortnightly so we could understand exactly what programme were paused, what were cancelled, and which had been able to restart. This enabled us to be accountable to our donors, who continued to give with tremendous generosity throughout the year.

We created new processes for risk mitigation around our programme to ensure we were accountable to both beneficiaries and partners – working closely with ministries and the WHO to create SOPs that were ultimately used by a range of different organisations. Also working closely with OPDs to understand their members' needs. This meant that despite the pandemic we were able to deliver treatments under our largest contracts back to pre-pandemic levels by the end of the year. Many programmes also supported the Covid control effort, or undertook activities online that had previously been face to face.

Accountability to staff took the form of increased levels of internal communication at various levels. I have been providing a weekly video to staff for well over a year now, and have undertaken to be as transparent as possible in this. Good news and bad news have both been shared as soon as known – so that whilst staff may still worry about the impact of the pandemic, they do not need to worry about whether something is going on 'behind their backs'. We have introduced a new feedback mechanism called 'Speak Up' to make it easier for staff to report concerns to us. We also increased the number of mental health first aiders across the organisation to support staff in crisis.

Communication took on new levels of challenge when the UK government decided to terminate our biggest contract abruptly a few weeks ago – a surprise to us all as it had been delivering 'exceptional performance' and as a global health programme we had expected it to be seen as priority. A budget cut seemed inevitable but not an abrupt termination. We still do not know what will happen with our disability contracts with FCDO – more than 2 months into the budget year. This has made it exceptionally difficult to manage partnerships – all we can do frankly is share with our partners the scant information we have from the government. Obviously there is much uncertainty over jobs – whilst we do our best to find new donors for the programme and negotiate the best exit deal possible. Again our tactic has been to be as open and honest with staff about the situation as we can.

Despite the challenges of the year – from Covid, to increasing conflict in key countries like Nigeria, to the recent bombshell from the UK government, the last 18 months have shown Sightsavers in a great light. It was really reassuring to see such positive results from our 2020 Employee Survey, with almost all staff saying they were proud to work for Sightsavers. At a time when we see a number of organisations struggling with issues of bullying and racism, I was also pleased that the scores in areas around respect and equality were excellent, and none of the anonymous comments suggested a problem in this area.

Nonetheless we didn't want to be complacent, so last year we set up a Racial Diversity Working Group, headed by Fatoumata Diouf, our Regional Director for West Africa. This will dig deeper into the experience of staff in Sightsavers and look at whether there are more things we can do to improve inclusivity within the organisation from a racial perspective. We hope to build on the experience of the successful Disability Inclusion Working Group.

We actually increased voluntary income in 2020 – a sterling performance by fundraising teams across all our markets. This, together with reduced spend due to programmes being shut in and reduced travel has meant our reserves have increased. This will really help us as we deal with the cuts from FCDO and the need to boost a number of our programmes to take account of our refreshed strategy.

In summary, last year the areas where we focused on improved accountability were mainly around the linked areas of reporting and communication – both internally and externally – to reduce uncertainty as far as it was possible to do in the circumstance. Listening to staff and partners as we refreshed our strategy and developed mitigation approaches to restarting programmes, whilst being as open as possible via direct frequent video messages (both from me and from line managers) so information cascaded the other way. We spoke frequently to our donors so they understood how things were going and the challenges we faced.

I believe that we have addressed the issues raised in last year's response – please see the main report for details. 2020 has been a year when the organisation and its people has been tested as never before. That challenge has not abated in 2021 as Covid in Asia has surged to greater levels than in 2020, and now we have the UK government slashing our contracts. Our other donors have stood by us – including some incredible generosity from several philanthropists and a general increase in funding from the public. Financially we are robust and can weather the storm. Our staff have risen to the challenge and Sightsavers will emerge stronger than ever.



Caroline Harper – Sightsavers Chief Executive

2019 improvement analysis

C.3. How does your organisation practice being inclusive and protecting human rights, including promoting women's rights and gender equality, in accordance with commitments 1-2? (Commitment 1: Justice and equality/ Commitment 2: Women's rights and gender equality)

Justice and equality

Covid-19 has had a significant impact on our influencing activities, as our approach in most contexts is based on meetings, workshops and other activities which were made difficult and often impossible. For example, our work to influence the Ministry of Foreign Affairs and International Development in Sierra Leone on the ratification of the African Disability Protocol did not take place and is instead a focus for 2021.

We approached the challenges presented by Covid-19 in two ways: firstly, we sought to mitigate the problems created by Covid-19, mainly through moving activities online; and secondly, we focused attention on ensuring that governments' responses to Covid-19 were inclusive and participatory. The Policy and Global Advocacy team provided briefings, and through the Global Advocacy Advisers, provided day-to-day support for country offices in their influencing work. These provided a structure for influencing changes in the way Covid-19 information was given by governments (for example the addition of sign language interpreters in government news conferences in Pakistan, Bangladesh and Nigeria), and the inclusion of OPDs in decision making processes (for example, in Senegal and Mozambique).

Despite Covid-19, there were still significant influencing successes in Sightsavers country offices in 2020. Many of these were achieved as part of programmes, which integrate advocacy with other programmatic elements in line with Sightsavers' strategy and theory of change; this shows how much impact we can have through the strategy of integrating advocacy within programmes. Some good examples of these changes are outlined below.

In inclusive education in Senegal, in collaboration with the elementary and planning directorates in the Ministry of Education, the disaggregated-on disability data tools are now used in the education sector throughout the country. As a result, information on children with disabilities in education at national level is now being captured. In Uganda, the framework that will guide the development of the new curriculum for teacher training will now include special needs and inclusive education as independent and examinable subjects at graduate level, as per the new National Teacher Policy. In Sierra Leone, Sightsavers was able to advocate for an accessible emerging issues module within the teacher training curriculum; this includes aspects of disability and inclusion, has been approved awaiting validation and further training of lecturers and will start implementation in the 2021/22 academic year.

In health, Sightsavers has influenced a wide range of policies and practices. This includes the advocacy in Tanzania that has led to an increased commitment and allocation of eye health funding by the Singida regional authority. This has been done in partnership and with the support of the Government of Tanzania. In Mali, as part of the 2020 NTD campaign, the Malian government through the Ministry of Health has funded much of the logistics of the

campaign. In addition, the Ministry of Health has funded all communication activities related to the campaign, through the participation of National Centre for Information, Education, Communication for Health.

In social inclusion, Sightsavers has always worked in close partnership with OPDs and other stakeholders to support and promote the participation of people with disabilities. In 2020 in Nigeria, the country office worked with the new National Commission for Persons with Disabilities, and the honourable Speaker of the National House of Representatives to constitute the new House Committee on Disability. This is the first time in the history of the National Assembly that there will be a stand-alone committee on disability, and will lead to disability issues being represented and discussed by parliamentarians in a more comprehensive way. In India, there was no national disability coordination group until Sightsavers worked with state OPDs to develop the National Disability Working Group (NDWG) – the first meeting of which was held virtually in August 2020. The group constitutes 10 members including OPD leaders from each Sightsavers project state and experts in the disability sector. It will have a significant impact on sharing lessons and experiences between state-level OPDs, as well as coordinating advocacy on disability at the federal level.

Within the new Social Inclusion strategy we now make specific reference to persons with disabilities ‘in all their diversity’, recognising that those with disabilities are not one group but are comprised of women, men, boys and girls of all ages and with all impairments. It includes people who identify as non-binary. We recognise that when we talk about the most marginalised this goes beyond physical impairment, to mental health, intellectual disability, cognitive impairment, sexuality and gender. In this new strategy we want to place greater focus on this diversity and be specific about how we will target the most marginalised communities. We will work to ensure that people with disabilities, in all their diversity, have increased participation in society through accessing health services, being financially independent, contributing to the decisions that affect their lives, and being valued members of society; better evidence has been generated and decision makers use that evidence to implement inclusive policies and services that are responsive to all people with disabilities.

Women’s rights and gender equality

As referred to above, we have placed an even greater emphasis on women and girls in each of our new thematic strategies, it remains a key component of our work but with a more deliberate focus on how we will achieve equity in our programmes. For example, in our new Unaddressed Refractive Error strategy, we state under objective 2.1 that we will, ‘*Develop and test innovative approaches of cost effective, sustainable, gender responsive and disability-inclusive refractive services and generate evidence on their feasibility, cost effectiveness and impact.*’ Whilst similar commitments can be found in each new strategy. We recognise that there is more work to be done and whilst our previous strategies addressed gender specific issues, we felt that our new strategies had to emphasise this more greatly.

As referenced in our 2018/2019 report submission, we have been carrying out a Gender Synthesis review throughout last year. The Review captures the wealth of ways our teams around the globe are trying to ensure women and girls are reached equitably in our

programmes. It also pinpoints areas for improvement and challenges experienced, across thematic areas, with regards to gender responsive programme planning.

The review outlined some of our key successes and good practice and then highlights five key areas that we must consider to improve our work on gender. These include articulating gender strategies at the outset of project design, based on contextual analysis of barriers and needs. As well as improving our data collection so that we can monitor in real time, make necessary adjustments to programmes, and understand the gaps for future interventions to address.

This makes the Gender Synthesis Review a critical reference for all our future programming. Acting on its findings means building on what we know works for us in our contexts and strengthening practice where it is weaker to advance Sightsavers aim of addressing gender inequalities and empowering women and girls. This has been distilled into suite of useful resources and reports, including an innovative animation video. These resources can help our staff to design gender responsive interventions into the future.

J.4. Complaints handling mechanisms and overview of complaints (internal)

The Grievance policy and process constitutes the formal methods by which staff can make internal complaints, and is available on both the staff intranet and the Sightsavers website, all staff have access to this and are made aware of it at their induction. There is also a Bullying & Harassment Policy and Whistleblowing Policy through which staff can raise concerns. The grievance policy makes clear in the overview 'how the mechanism (policy) works'. This policy has been externally legally reviewed and approved. These policies (attached as appendices) provide a detailed outline of the process Sightsavers employs in these circumstances.

The policies make every effort to enable staff to make complaints if they have them, additionally in recognition of the added burden placed on staff by the pandemic, our CEO has, via her weekly video updates, stressed the importance of staff wellbeing and a culture of openness with line managers to highlight problems at the earliest stage. The formal complaints process has also been outlined within these videos and their accompanying email communications.

Our Senior HR Business Partners are skilled and experienced at helping parties resolve matters at a low level where possible, thus avoiding unnecessary escalation. The policy explicitly encourages this type of resolution method, recognising that most staff want to take this route to resolution and escalate through formal channels as a last resort only. Additionally, our Senior HR Business Partners have conducted workshops with staff to promote both informal and formal complaints systems and processes.

In the past 12 months we received two formal grievances across our global operation (UK, South Asia, United Arab Emirates, Africa), again we recognise that this number appears low and through initiatives such as the 'Speak Up' system (outlined below) we hope to offer alternative methods to capture any issues that staff are facing. We recognise that whilst the vast majority of staff do not wish to raise formal complaints, there will undoubtedly be a

wealth of useful feedback out there, that once utilised will help us to improve staff working conditions and ultimately the quality of the services we provide.

To this end in April of 2021 we launched the 'Speak Up' system. This is a web and phone-based platform which allows people who wish to raise complaints or concerns about Sightsavers activity or conduct to do so. The system is open to both staff and people outside of the organisation. However, it does not replace existing safeguarding, fraud, whistle-blowing or other incident reporting mechanisms, nor does it replace existing HR processes concerning staff grievances. Instead, we hope to encourage those who wish to raise concerns in a safe environment with the knowledge that their complaint will be received and actioned.

Complaints will be coordinated centrally by members of the Governance & Compliance team who will assign them to a network of complaints handlers representing each office and certain teams, where appropriate. They will also be working with colleagues from across the organisation to progress and improve accessibility to the system by communities and other stakeholders.

The system can be accessed through the Sightsavers website or via the URL below: <https://www.sightsavers.org/how-were-run/accountability-and-transparency/speakup/>. As stated above, we will be working on methods to communicate the availability of this platform, alongside other reporting mechanisms throughout 2021.

Furthermore, within this period we conducted our biennial 2020 Employee Survey, our previous one being in 2018. This survey is sent to every staff member in Sightsavers and measures the degree of satisfaction of our employees concerning a number of different areas, it seeks to capture views from all our employees in order to identify specific issues and to provide input to our decision making.

709 employees (including consultants) took the time to complete this survey - a very high response rate of 99% (the response rate was 95% for the 2018 Survey). This demonstrates the importance of the survey to our employees. There has again been an improvement in the percentages of employees responding positively to the statements, throughout the Survey. 57 (73%) of the statements show more positive results than last time. 15 statements are the same or a little lower than last time (but within 5%). 1 statement ("Where I work is accessible to people with disabilities") shows a result that is just over 5% lower than last time. 5 statements are new this time, and so couldn't be compared. This is compared to the 2018 Survey which was itself very positive and showed significant increases from the time before.

Employees made, in total, 2,542 separate comments, and a further 173 of which are for Senior Directors only. The number of comments per respondent was 16% higher than in 2018, further evidence of the high level of engagement from employees. These comments range from a few words to extensive narratives.

The employee survey whilst overwhelmingly positive, did highlight some areas for improvement, for example the fall in the agreement rate with the statement "Where I work is accessible to people with disabilities" and those areas flagged in the individual comments left. It is important that we unpick these points and action them where appropriate. Following the survey, the senior management teams discussed the results and put forward ideas for how to engage their respective teams in feedback and follow up. At the departmental meetings that followed staff were given the opportunity to ask questions and clarify issues

with their directors and team managers, this then trickled down to individual team meeting level where more time was given for staff to hold open conversations with their line manager and colleagues. One particular initiative arising out of this process was that the Deputy CEO now holds monthly 'surgeries', these one hour sessions are open to the whole organisation, slots can be booked with the aim promoting an open dialogue around issues, with concerns and questions put directly to the senior management level. This is intended to provide a space for discussion on wider organisation issues and not to replace the other mechanisms mentioned above. Staff are still encouraged to feedback any personal issues to their line managers in their one-to-ones, recognising that a private forum is sometimes better placed to handle sensitive discussions.

We will continue to promote a variety of ways that staff can feedback complaints, suggestions, questions and concerns, building on the new mechanisms mentioned, in the coming years. Our hope is that we will get feedback before the formal complaints stage and be able to take appropriate corrective action. In the next report we will update on the level of staff engagement in these new processes and the types of concerns raised, whilst these may not be formal complaints as the question outlines, they should provide a very useful insight to where we work well and where we need to improve for the benefit of our staff.

K.1. The governing body and management are held accountable for fulfilling strategic promises

The group working on the SIM Card review identified the need to revise the Council's key performance indicators (KPIs), those that are reported in the periodic CEO report to the Board, and are aligned with the [organisational SIM card](#) but tailored to the governance responsibilities of the global Board. These KPIs monitor the performance and accountability of Trustees and senior management. The areas of focus for the Council KPIs now include: support and monitoring of the CEO and executive team; Board effectiveness, including assuring an appropriate mix of skills and experience of Trustees; risk management; safeguarding; compliance with the governance code; equity, diversity and inclusion; tracking of performance and financial data, including rolling income growth, reserve levels, spending, and governance and core support function costs; and monitoring of programmatic impact indicators. A proposal with the updated Council KPIs was presented to the Board of Trustees in April 2021, and was approved.

The Global Board underwent a deep dive board effectiveness review, facilitated by an external organisation, Compass Partners. This evaluated Sightsavers Global Board's performance and governance mechanisms against the [UK Charity Governance Code](#) and found that we were fully compliant. It also offered a platform for a self-evaluation on core areas of governance, oversight, policy and safeguarding. The board will undergo an external evaluation every three years and an internal review of compliance with the UK Charity Governance Code on an annual basis, which is overseen by the Audit Committee.

The Chair and the Vice-Chair conduct annual one to one session with trustees and engage in a bilateral discussion of performance.

Significant organisational changes

New appointments and changes in organisational structure

In the reporting period Sightsavers saw some significant organisational changes and new appointees.

Trustees and senior appointments

We have seen several changes to our board of trustees in the UK, including the appointment of two new trustees:

Joy Hutcheon joined Sightsavers as a trustee in July 2019. She is non-executive director of FCO Services, and a trustee of the Education Development Trust. Previously she spent 15 years at the UK's Department for International Development (DFID), most recently as director-general for finance and corporate performance, overseeing human resources, commercial and business support

Professor Margaret Gyapong is a medical Anthropologist by training and is Director of the Institute of Health Research (IHR) and Coordinator of the Centre for Health Policy and Implementation Research (CHPIR) at the University of Health and Allied Sciences (UHAS), Ghana. Prior to joining the university in 2017, she spent almost 25 years as a researcher in the Ghana Health Service and was foundation Director of the Dodowa Health Research Centre from 2005 to 2016. She was appointed to the Sightsavers board in January 2021

The only outgoing trustee from the UK board during this period was Dr Uche Amazigo. She stepped down in July 2020 and was made a Vice-President on her retirement.

Finally, in November 2020 we also welcomed our new CEO of Sightsavers Ireland, Feargal O'Connell.

Departmental restructuring

In this reporting period we also underwent some internal departmental restructuring. Our campaigns function, formerly a component of our Global Policy and Advocacy Team, merged with our Communications Team to form the Campaigns and Communications Directorate, with Natasha Kennedy appointed Director.

Additionally, our Trusts & Corporates Teams will now operate as part of our Institutional Funding Team, under the supervision of its director Anna Becker. Major donors are now part of the Individual Giving team, under the supervision of the Director of Fundraising and Marketing, Ella Pierce.

Finally, our former Strategic Programme Innovation Development, Evidence and Research Directorate, under its director Elena Schmidt, has split into two separate directorates, the Programme Strategy and Development Directorate under Chief Global Technical Lead, now director, Imran Khan, and the Evidence, Research and Innovations Directorate, remaining under the directorship of Elena Schmidt. This will allow the two directorates to devote more attention to their respective spheres, the work of each having expanded as a result of the

strategic refresh process across Sightsavers. The two directorates will however continue to collaborate closely.

Refreshing our thematic strategies

2020/21 was a significant year in the development and refresh of Sightsavers' programme and thematic strategies. In March 2020 a number of cross-organisational working groups were formed, these brought together a range of different stakeholders from across Sightsavers to collaboratively work on refreshing each thematic strategy. The five thematic working groups (NTDs, Inclusive Education, Social Inclusion, Eye Health, and URE) comprised of a diverse membership of colleagues, including global technical leads, policy and advocacy team members, monitoring staff, and importantly, country level staff with specialist knowledge and interest in the thematic area which their respective groups addressed. The Regional Directors for West Africa, India and East Africa were also members of the Strategy Core Group providing oversight of the entire strategic refresh process alongside other senior management team members. The programme strategy articulates what Sightsavers will focus on and why, through describing overarching principles and our programmatic approach. The thematic strategies outline how these principles and approach will be translated to work across our thematic areas of eye health, refractive error, neglected tropical disease, social inclusion and education.

The programme and thematic strategies are underpinned by a set of strategic principles that cut across and guide our work in each thematic area. These principles are:

- **Leave no one behind** It is not enough to make progress through our programmes unless that progress includes all people within the communities where we work.
- **Coherence** We are increasingly bringing our two areas of programmatic expertise – health and inclusion – together.
- **Sustainability** We aim to develop programmes in partnership with organisations already existing in the countries where we work, aimed at having a sustainable impact, primarily defined as changes which will continue effectively once our direct inputs have ended.
- **System strengthening** We work to strengthen the systems that deliver sustainable services and drive social change.
- **Quality** We see improving quality as a continuous process and not a fixed point. We recognise that the perception of quality is a key driver in decisions made by individuals to take up services and that changes in systems and services must be, and be perceived to be, of good quality.
- **Evidence-based** We will both contribute to and learn from the available evidence base in all our areas of work, including understanding and sharing what has not worked, as well as what has.
- **Partnership and participation** Working in close partnership with organisations embedded in countries where we work is key to the sustainability of our work.

- **Alliances** We work in strategic partnership with other like-minded organisations and institutions to maximise shared learning and mutual impact.
- **Safeguarding** We recognise the potential power relationships involved in any development programme and the potential for exploitation or abuse by those holding the power. The strategies further highlight cross cutting issues, including climate change and working in fragile environments. Our work in these areas should align with our strategies, in that our interventions should work to strengthen systems for the long-term, whether these are health, education, or social protection systems. We should be aware of the vulnerabilities of health systems, both in mature and fragile contexts, resulting from pandemics, humanitarian crises, and climate change. Given this, and our learning from the impact of Covid-19 across our programmes, our operating environments are likely to become increasingly challenging due to factors outside of our control. Fundamentally, we are committed to eye health for all, and for all persons with disabilities to access their rights, and we limit our ability to contribute to our vision if we restrict our geographical coverage, even within the countries where we operate. Therefore, we will work to increase adaptation, resilience, and mitigation in our response to climate change and consider work in fragile environments on a case-by-case basis in alignment with our strategies and our Global Physical Security Policy.

The thematic strategy working groups concluded their work in March 2021, with the final drafts being submitted to the Core Group and Board for comments and sign off. On May 11th 2021 the strategies in their final, published form were launched to the entire organisation. During 2021 we will focus on embedding the refreshed strategies across the organisation, and key amongst these are the staff and partners in the countries where we work.

In 2021 learning, accountability and monitoring performance (LAMP) framework is being developed for each thematic strategy to help us to understand how we are progressing against achieving the strategic objectives set out in each strategy. In addition, in 2021 we will update our Research Strategy, MEL strategy, and our SIM Card indicators to reflect the refreshed strategies. Now that the thematic strategies have been finalised it is key that our monitoring of them is fully outlined and understood

- In the next report we will provide an update on the initial progress of the new strategies and related processes such as the new learning and accountability framework (LAMP). We want to hold ourselves accountable to the objectives outlined in the new strategic documents, and with the aid of our new monitoring and learning processes, coupled with the SIM Card refresh and a codified set of principles in our new Programme Strategy, we will be better placed to understand whether we are meeting the goals we have set ourselves, and if not, to adapt programmes in an agile way to ensure that we remain on track.

Adapting to Covid-19

One of the most dramatic changes as with many organisations over this reporting period, was the effects caused by the continuing global pandemic. In March 2020 our head office in the UK and country offices in those countries most affected by Covid-19, closed their doors

indefinitely. This necessitated a pivot, with the majority of Sightsavers' staff shifting to a work from home routine. This brought with it a wealth of challenges, especially when considering the additional closure of schools in most of the countries where our staff are based, resulting in extra childcare responsibilities. Our staff responded to this challenge brilliantly and managed to quickly adapt working practices and other activities to the virtual environment. We supported our staff by sending a clear message, through the CEO, HR business partners, and line managers, that a flexible approach to work should be taken, that the effect of the home working environment, caring responsibilities and the added burden on staff wellbeing are all significant factors that are recognised and appreciated. This message has been reinforced throughout the pandemic by weekly videos from our CEO, highlighting challenges and successes as an organisation, but also reassuring staff that productivity and energy levels cannot help but be affected by this unprecedented situation, and that this is understood.

With the above said it has however been a remarkably productive year, the new strategies and a range of other processes have been collaborated on and completed in almost entirely virtual spaces. Significant investment had been put into our organisation's IT systems even ahead of the pandemic, due to our staff and operations being distributed across the globe and the need to collaborate remotely forming a daily part of our work. Fortunately, this left us relatively well placed to make the switch to working in a fully virtual way.

Examples of this have been the adaptation of in-person training courses to function on virtual platforms. Our Gender Awareness and Disability Awareness training courses offer two examples of successful adaptations. Using online tools, virtual whiteboards and digital breakout rooms for group work, we were able to replicate the classroom as effectively as possible and have delivered over 25 days of training in this way. Additionally, we sought to consult with our partners in-country when developing the new strategies by holding successful video interviews with key stakeholders and virtual workshops with multiple partners and government staff. Our strategy launches and engagement events were able to reach more people by virtue of being in a virtual space, and we can more easily integrate audience polls, videos, record sessions, have text conversations in real time and make the most of in-built accessibility features to support the involvement of those with disabilities.

The adaptations extend beyond our staff, to our programmes and communities. Additional hygiene measures and the provision of PPE for health workers, temperature testing and face masks when conducting outreach with communities, as well as suspending certain activities altogether, have all been integrated into programme activities in-country to keep our communities and partners safe.

Learnings from the pandemic will be taken forward and best practices can be integrated into our work in the future, this has been one of the concessions from what has been a very difficult period. We all recognise that physical collaboration and in-person meetings form an incredibly important part of our working lives. Many colleagues are keen to meet face-to-face again when it is safe to do so, as well as visit countries and regions to support our staff, partners and communities, there is no replacement for this type of contact. As we hopefully move out of the pandemic into 2022 and beyond, we will take the best parts of this experience, reaching more staff through virtual means, reducing unnecessary travel, exploiting available technology to best effect and fostering a flexible working environment. These can be coupled with the best parts of the in-person work culture that we have keenly missed and will help to create a stronger organisation in the future.

Income and donor update

Full details of Sightsavers' income and our donors can be found in our 2020 Annual Organisational Report [here](#).

Category	2019 £'000	2020 £'000
Gifts in kind	236,225	155,145
Incoming resources from charitable activities	41,279	43,088
Individuals	28,252	31,148
Legacies	10,332	12,542
Trusts	10,358	5,621
Companies	5,828	4,949
Community service and other organisations	248	176
Other	65	106
Investment income	453	292

Donor	2019 £'000	2020 £'000
UK Foreign Commonwealth and Development Office – FCDO Ascend	8,958	22,232
UK Foreign Commonwealth and Development Office – FCDO Commonwealth	8,763	4,664
Accelerate Partners	8,278	9,294
Givewell Fund – Good Ventures Foundation	7,624	2,074
UK Foreign Commonwealth and Development Office – FCDO SAFE	4,156	
The Queen Elizabeth Diamond Jubilee Trust	3,902	
UK Foreign Commonwealth and Development Office – FCDO UK Aid Connect Inclusion Works	2,482	3,138
People's Postcode Lottery	2,889	2,588
The Gates Foundation	2,405	2,505
UK Foreign Commonwealth and Development Office – FCDO DID	1,968	3,900
Irish Aid	1,543	1,611

Appendices

1. Physical Security Policy
2. Whistleblowing Policy
3. Grievance Policy
4. Discrimination/Bullying Policy
5. Governance Document
6. UK Charity Governance Code
7. Thematic Strategies
 - a. **Neglected Tropical Diseases**
 - b. **Social Inclusion**
 - c. **Unaddressed Refractive Error**
 - d. **Eye Health**
 - e. **Inclusive Education**

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