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Dear Bao Han,

Thank you for sharing the feedback from the Independent Review Panel on Sightsavers biennial report covering the 2021 period.

We appreciate the panel's reflection on our organisation's continued commitment to advancing dynamic accountability and how our report continues to demonstrate organisational flexibility and responsiveness to significant changes in the external operating environment. We feel positive about the recognition from the panel on our work in advancing the accountability agenda, not only within our partnerships, but internally with the establishment of our racial diversity working group. We are really pleased with the positive feedback about our work coordinating with others in the development sector, reaching the people and communities that we serve, and financial transparency. We are also positive about the areas of the report that the panel commends us on and highlights as demonstrating good practice including areas of governance, complaints reporting, and the wide scope of the report. Some areas for improvement have been identified and we have taken note of those to ensure that feedback is considered, in line with our commitment to accountability, as we continue to implement our strategies, projects and programmes, and the systems that enable the organisation to operate.

We did, however, want to respond to a couple of areas of feedback, the first focused on general report length and content which sometimes fell outside of the reporting period. The work Sightsavers is doing to advance our accountability work spans multiple years and so the examples in the report, if outside of the specific reporting period are meant to provide useful context of the accountability journey that we are on. It isn't always easy to balance brevity with responding to the report indicators as well as previous panel feedback.

On the feedback about language and accessibility, this is something that we are placing emphasis on across our work. With empowerment of people with disabilities at the core of our mission and vision, accessibility is a focus for us all and we are currently running an internal campaign which seeks to improve the way we communicate about our work, including providing documentation in plain language as the panel has suggested.

In relation to feedback under section A, we wanted to provide clarification to some of the questions raised in the Panel's feedback, specifically regarding strategic coherence, communications, and engagement of key stakeholders. Sightsavers organisational, programme, and thematic strategies are all available externally on our website. We use these documents to communicate with partners and key stakeholders, including people and communities we serve in the development of projects, programmes, evidence generation and influencing activities. Moreover, our strategic approach of working within national systems means that the implementation of our strategies is aligned with national and local priorities of duty bearers and rights holders.

Our suite of strategies speak directly to each other, with the SIM card setting out an overarching strategic framework that comprises of organisational objectives and indicators to monitor progress and guides all that we do. The programme strategy articulates the “why” of our strategic and operational approach to health and inclusion and clearly describes how our work is situated within the global and thematic policy context as well as articulating a set of overarching organisational principles that apply across the breadth of our work. The thematic strategies then further articulate clear goals and objectives (the “what” and “how”) for each area of our portfolio that can be directly linked to projects and programmes.

The LAMP framework, innovative in its approach, allows us to understand how we are progressing against delivery of our strategy from project level, through thematic level, up to organisational level. This strategy and monitoring framework means we can work in a dynamic and flexible way, enabling us to respond to the rapidly evolving operating context and ensure efficient and effective decision making that is transparent and accountable.

The panel has noted that partners and beneficiaries were involved in the organisational and thematic strategy refresh processes as a critical way to ensure our approaches remain reflective of the priorities of our key stakeholders. To clarify, the LAMP and SIM monitoring frameworks have been developed to monitor the progress against delivering these strategies and therefore are reflective of the inputs and feedback gained from the strategy refresh process as well as through our systematic approaches to working with partners and communities throughout the programme cycle. The SIM card is reported against, and results are published annually via the SIM card dashboard which provides both a visual and granular data representation of results.

We hope that this additional information provides further clarity on how the organisation operates from a strategic perspective and we note the positive feedback under section I2 that recognises how our ability to monitor strategic progress enables us to be more agile and responsive when exposed to shocks and stresses in the external environment.

We look forward to discussing the feedback further with panel members in due course.

Best wishes



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