Sightsavers Accountable Now 2020/21 Biennial Report

July 2022

Sightsavers

Table of Contents

Sightsavers

List of acronyms

BA – British Academy
CAST – Climate Action Strategy Team
CBM – Christian Blind Mission
CBPR – Community Based Participatory Research
CEO – Chief Executive Officer
CHPR - Centre for Health Policy and Implementation Research
CRP – Carbon Reduction Plan
CSO – Civil Society Organisation
DDD – Disability Disaggregated Data
DHIS – District Health Information Software
DID – Disability Inclusive Development
EAP – Employee Assistance Programme
ECDE – Early Childhood Development Education
EDF – European Disability Forum
EMS – Environmental Management System
ETE – End Term Evaluation
EU – European Union
FCDO – Foreign and Commonwealth Development Office
FCT – Federal Capital Territory (Nigeria)
FMOH – Federal Ministry of Health (Nigeria)
GDPR - General Data Protection Regulation
HLPF – High Level Political Forum
HMG – Her Majesty's Government (UK)
HR – Human Resources
HSS – Health System Strengthening
IAPB – International Agency for the Prevention of Blindness
IATI – International Aid Transparency Initiative
ID – Inclusive Data
IDA - International Disability Alliance
IDC – Inclusive Data Charter
IDDC - International Disability and Development Consortium
IF – Inclusive Futures
IHR - Institute of Health Research
INGO – International Non-Governmental Organisation
ILD – Inclusive Local Development
IW – Inclusion Works
KPI – Key Performance Indicator
LAMP – Learning Accountability and Monitoring Progress Framework
MDA – Mass Drug Administration
MEL – Monitoring Evaluation and Learning Team
MPC – Minimum Partnership Criteria
MSC – Most Significant Change
NGO – Non-Governmental Organisation
NTD – Neglected Tropical Disease
OPD – Organisation of Persons with Disabilities
PDP – Project Design Process
PGII – Programme Grant Two (Irish Aid)
PRO – Programme Oversight Reporting
PV – Participatory Video
PVMSC - Participatory Video Most Significant Change

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QSAT – Quality Standards Assessment Tool
RDWG – Racial Diversity Working Group
ROAR – Reflect, Oversight, Analyse, Review
SDG – Sustainable Development Goals
SHRBP – Senior HR Business Partner
SIM – Strategy Implementation Monitoring
SMILE - Support Mainstreaming Inclusion to all Learn Equally
SORP - Statement of Recommended Practice
UHAS - University of Health and Allied Sciences Ghana
VIP – Valuing Individual Performance tool
VNR - Voluntary National Review

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CEO Opening Statement

I am writing this at a time when the worst impacts of Covid are hopefully behind us, although new Omicron variants are beginning to be seen and there has to be a concern that poor vaccine coverage in Africa may mean that future waves are possible. At the same time we are all very worried about what may happen as a result of the war in Ukraine, with food and fuel shortages and high inflation rates all being experienced already, amidst concerns that the situation may persist or even deteriorate. Some of the INGOs we work with are struggling with financial challenges brought about by this situation, and whilst Sightsavers is in a good financial position we must recognise that the outlook is very difficult – both in terms of impact on people in the countries where we work and on donors.

It is therefore more important than ever that we demonstrate accountability to all stakeholders – to those we serve who will be facing more uncertainty than ever, to those partners we work with (particularly ministries) who will be struggling with the external environment, those who support us who may have more financial worries than before, and our staff who have already been under strain during Covid and who will no doubt have concerns for the future. We must be a beacon of integrity and openness in these times if we are to ensure that we remain a trusted actor in the development space and an employer of choice.

Looking back over the last couple of years, the top three areas I would point to in accountability have been:

a) Ensuring that stakeholders of all types are able to provide feedback to us and that we have good mechanisms to respond. The new 'Speak Up' system has played a key role here – both externally and internally. In terms of staff, we undertook a Racial Diversity survey across the entire organisation (led by our Racial Diversity Working Group (RDWG) which is chaired by our West African Regional Director – an African woman - and includes a range of people from different racial groups). The survey had a very high participation rate and we were relieved that the response was very positive in terms of inclusion with little evidence of any unacceptable behaviour in terms of race based bullying or discrimination. There are some areas to work on – notably representation of ethnic minorities at the most senior staff levels of the organisation - but overall there was great cause for optimism. Since the results came out we have shared data internally on various metrics (pay gaps, recruitment, promotion and attrition rates looking at gender, race and disability), and from next year intend to publish some of the key elements externally. An action plan arising from the survey will be discussed with our board at the end of July 2022.

b) We are finalising the last aspects of our strategy review at the moment, with the last piece of the jigsaw being performance indicators, bringing alive the work we have done in creating a 'golden thread' from project indicators through to strategic indicators and thereby enhancing our SIM card mechanism. These new indicators will be adopted for 2022 and reported on in 2023. We are producing an enhanced 'strategy hub' internal communications area on our portal to improve the way staff are able to understand and contribute to our strategy and our decision making processes. We are looking at how to make a subset of this external facing for the next year or so – at present the SIM card is published along with the various thematic strategies and policies, but there is more we can do to help explain how we make decisions and how our operational processes work.

c) A major activity over the last year or so has been handling the fallout from the FCDO decision to exit from our biggest programme (on neglected tropical diseases), and to make significant cuts to our disability programmes. All these are consortia programmes so this required extensive management of consortia members as well as partners (mainly ministries) and negotiations with FCDO to avoid dramatic dislocation where rapid, unplanned reductions occurred. We were able to secure a reasonable amount of exit funding to cushion the blow, and some other funding from philanthropists for some of the most urgent gaps. Our fundraising activities during Covid had been successful enabling us to use some of our unrestricted funding to plug other gaps, although the size of the hole left was too large to cover it all. Whilst we cannot control the actions of the UK government, we remain accountable to those who were impacted by their decisions, and we worked hard to minimise the damage caused. As we continue to do.

There are other areas mentioned in the report that have seen significant new effort over the last couple of years, and where this effort will continue into the future– notably environmental measurement and utilisation of the

Sightsavers

improved performance monitoring to increase our responsiveness in terms of programming and resource allocation.

There were no explicit recommendations for improvement in the last independent panel review of our interim report – some of the issues mentioned above were referenced in response to the previous full report.

Overall, I think Sightsavers has weathered the Covid storm well, and is well placed to press forward despite the undoubted head winds we all face in these challenging times.

Sightsavers

Cluster A – What we want to achieve

A. The impact we achieve

A1. What are your mission statement and your theory of change? Please provide a brief overview.

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

The core operational aim of all Sightsavers' projects is twofold: to directly contribute to our four change themes, and to demonstrate what can be achieved so that others (whether it be governments or in some circumstances other actors) can take this work to scale. To achieve this second aim, we have increasingly invested in our capacity to undertake research and gather evidence to ensure that our programmes make an impact and are cost effective, and 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 proven to be more effective. In Sightsavers' social inclusion work, supporting organisations for the visually impaired, organisations of persons with disabilities and women's groups to advocate for their members' rights is emphasised, as this is more powerful than operating as Sightsavers alone.

In 2021 we launched our refreshed thematic strategies for eye health, refractive error, education, social inclusion, and neglected tropical diseases. Each of which outlines our goals and objectives for those thematic areas. We have also recently launched our Programme Strategy, a document which outlines our general approach to programming and the guiding principles across our health and inclusion portfolios. Each of these documents is publicly available on our website **here**. It is worth noting that Sightsavers does not have a singular organisational theory of change document, rather each thematic strategy has its own theory of change, whilst the overarching SIM Card tool details our Purpose Statement with the indicators that measure progress toward achieving that purpose.

Our ambition to better understand the impact of our programmes and to analyse the evidence generated by them continues to grow. Within this reporting period we have developed new learning frameworks to help us both track and understand how our programmes drive the changes we and our participants want to see, to support this we have developed our Learning Accountability and Monitoring Progress framework or LAMP. This framework, through much cross-organisational collaboration, comprises a set of standard indicators, targets that we believe when situated in projects, will collect the data we need to monitor the progress, or otherwise, toward the achievement of the goals contained within each thematic strategy, adapting our practices based on this evidence. Some of these indicators will feed directly into our overarching Strategy Implementation Monitoring Card tool or SIM Card, our publicly available tool for measuring progress towards our ultimate aims as an organisation, which can be found **here**. Whilst others will sit at the project monitoring level and are more specific to individual contexts.

The changes envisioned in each thematic strategy's theory of change translate into indicators under the LAMP framework, helping us to monitor the progress toward each strategy's realisation. This cycle of strategy into SIM Card is illustrated in our 'Programme Triangle' diagram within the Programme Strategy document and is listed as an annex to this report.

Finally, we have recognised the importance of identifying what we don't know. Understanding where the gaps in our knowledge exist and addressing these gaps through what we are terming Learning Questions. These are specific questions that we build into the design of our projects to help answer broader thematic questions and generate evidence for use within a programme as it develops. We will go into further detail on the LAMP and the learning questions later in this report.

A2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?

As referred to above, Sightsavers' key strategic indicators for success are monitored and reported on through our **SIM Card tool**. With the thematic strategies outlining the vision for Sightsavers across each of its five thematic areas.

The multi-stakeholder review of three perspectives of the SIM Card (capacities, learning & growth, and resources) was completed in April 2021 with the endorsement by the Board of the revised objectives (objectives 5-14 in our Strategy Map which is included as an annex). The outstanding impact level objectives (objectives 1-4 in our Strategy Map) underwent a refresh through the LAMP exercise, which focused on developing results frameworks for each of the five thematic areas of Sightsavers' work: eye health, refractive error, inclusive education, social inclusion and NTDs. With the newly established results frameworks, new indicators were defined at the project and thematic levels, which in turn will feed into impact indicators on the SIM card and inform the top-level impact objectives of our performance management tool. Staff from across our regional offices were engaged in the LAMP development process, which has now concluded and is moving into its pilot phase. These frameworks are heavily linked to the thematic strategies, which were themselves refreshed in 2020/21, and while the LAMP and SIM refresh processes did not involve partners or beneficiaries, the strategy refresh process did, via focus groups, interviews and consultations across each thematic area.

Our rollout of the LAMP is taking place throughout 2022 and 2023 and we will provide and update on its progress and any challenges we faced in the next report.

As previously mentioned, the detail of the current indicators that make up the SIM Card are publicly available **here**. However, a few examples of those indicators are also offered below for illustration:

Percentage of health projects that reach more females than males

- Each thematic strategy makes clear the continuing need to focus our efforts on gender equity and the inclusion of women and girls. We know that in most cases men will access services in greater numbers than women and that cataract prevalence is higher in women. This indicator monitors the number of cataract projects where we have delivered more surgeries to women than men, to redress this historic imbalance and meet the needs of women in those communities.

Percentage of education projects that are suitable for replication/adoption by government or other service providers

In ascertaining *suitability*, we apply the criteria such as:

- Within the project area, all of the salaries of teaching staff involved in educating children with visual impairments and other children with disabilities are wholly funded by the government or other service providers.

Percentage of NTD projects with clearly defined strategies to improve access by people with disabilities

- Key to the principle of leave no one behind is employing strategies to reach persons with disabilities. In our NTD work we carry out mass drug administration (MDA) as one of our key interventions, and whilst this reaches a large number of people, it may not reach those 'hardest to reach' individuals. This indicator seeks to address that by monitoring targeted interventions within our NTD programmes.

A3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?

In this year's report we will focus on the data that has been collected by the SIM Card tool and the qualitative performance notes added against those indicators by country office and technical staff. As mentioned above, in the next report we look forward to sharing our enhanced ability to monitor progress, and any challenges we face, as the LAMP framework develops in 2022/23. This will allow us to compliment the impact level analysis gathered by the SIM Card with improved analysis of strategic progress down to the thematic and programme level.

One obvious challenge in the 2020/21 period was the onset of the global COVID-19 pandemic in 2020, with all programme outputs impacted. Programmes were running normally and hitting targets until mid-March 2020, when government restrictions on activities began in many countries. Quarter two of 2020 was the worst period, with

Sightsavers

most programmes essentially shut down apart from emergency operations, and schools closed almost everywhere.

During quarter three of 2020, things began to improve slowly, but outputs were still impacted significantly outreach and mass gatherings were banned, health services were reduced to focus on COVID-19 related healthcare, and schools were still closed. During quarter four of 2020 the situation improved further, but things were not fully up and running again until the first quarter of 2021.

The impact of COVID-19 is clear from the side-by-side comparison of the two years' eye health and NTD figures below, in all but a few specific cases, 2020 fell short of expected output levels:

Key outputs across thematic areas	2020	2021
Eye health		
People examined	6,309,510	6,442,712
Operations performed (including cataracts, glaucoma, diabetic retinopathy and trichiasis)	286,713	410,445
Cataract operations carried out	256,657	367,100
Spectacles dispensed	259,654	585,458
Neglected tropical diseases		
People treated for trachoma	11,124,713	8,308,302
People treated for river blindness	8,841,252	52,402,304
People treated for lymphatic filariasis	2,016,150	74,465,405
People treated for soil-transmitted helminths	4,378,966	11,407,199
People treated for schistosomiasis	15,768,671	26,218,535
Total NTD treatments*	42,129,752	172,801,745

The impact of the pandemic on our activities was clear. For comparison we carried out approximately 50% of the amount of eye examinations in 2020 as we did in 2019, less than 50% of the number of people treated for trichiasis from 2019 to 2020, and only around 4% of the number of people treated for lymphatic filariasis in 2020 as were treated in 2019. Showing not only the impact of COVID-19 on programming, but also the cumulative effect of the Foreign Commonwealth Development Office (FCDO) cuts to our neglected tropical diseases 'Ascend' programme in the same period.

The high-level figures above, which focus on our overall outputs as an organisation within the reporting period, are important and point towards the impact we are having, but they do not tell the entire story. In line with the principles outlined by our Programme Strategy, our aim as an organisation is not simply to measure impact by only counting outputs. Rather we want to see good quality outputs achieved and the system itself improving its ability to deliver those outputs. This focus on the quality of the output and the need to drive systemic change is better illustrated through a closer look at the progress made against those three indicators highlighted in A.2 above:

Percentage of health projects that reach more females than males

This indicator shows a positive trend compared with 2020 (rising to 45.83%) and demonstrates the emphasis that our eye health work is placing on promoting gender equity, considering that cataract disproportionally affects more women than men. Significant improvement has been seen in Pakistan and India, where there has been a concerted effort to reach more women through targeted approaches. Other countries which still struggle to reach women have plans in place to improve performance in 2022 (e.g. Malawi and Tanzania).

Sightsavers

Percentage of education projects that are suitable for replication/adoption by government or other service providers

In 83.33% of countries, it was reported that this indicator's criteria were achieved. It should be noted that in some countries we were not meeting each of the specific criteria for this indicator, but, in consultation with the country offices, it was agreed that we were meeting its overall objective via slightly different methods. In two cases (Pakistan and Uganda), the provision outlined by the indicator (to provide education in schools and communities) were not directly applicable to the highly sustainable and replicable work with teacher training providers. In a third case (Malawi), our Early Childhood Development Education (ECDE) project is still considered highly sustainable (because we are working with community-based childhood care centres established and supported by local communities) and highly replicable (if the government chose to establish a government ECDE system).

Percentage of NTD projects with clearly defined strategies to improve access by people with disabilities

The Ascend NTD programme had a clear 'Leave No One Behind' strategy that was developed as part of the overall programme plan. Despite the programme being closed early, this work was reaching its overall targets. The work undertaken and the tools developed are applicable to our whole NTD portfolio and its learnings are being taken on across the other NTD programmes we manage.

A4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?

Changes at board level

We have seen several changes to our global board of trustees in this reporting period:

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.

Refreshing our thematic strategies

As mentioned above, one significant change across the organisation in this reporting period was the development and rollout of refreshed thematic strategies for our five thematic areas of work. As well as an overarching health and inclusion programme strategy, which outlines broader principles

The process began in March 2020 when 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 a diverse membership of colleagues, including global technical leads, policy and advocacy advisors, 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, Central, Southern Africa were also members of the Strategy Core Group, providing oversight of the entire strategic refresh process alongside other senior management team members.

FCDO Cuts

During this reporting period the UK government took the decision to abruptly terminate our biggest contract, the ASCEND programme. Additionally, the decision was also taken by FCDO not to continue funding for our Inclusion Works programme. This represented a large section of our restricted funding and came as a great disappointment. However, we are pleased to report that through the hard work of staff and the generosity of other donors, we have managed to continue much of the work in these areas and will ensure that the partnerships built up within these programmes are maintained and the work is fulfilled, using alternative sources of income.

Sightsavers

COVID-19

One of the most dramatic changes, as with many organisations over this reporting period, was the effects caused by the emerging global pandemic. 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 during this period, and 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 was reinforced throughout the pandemic by weekly videos from our CEO.

Despite the challenge this was a remarkably productive period, 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 necessary switch to working in a fully virtual way.

Over this reporting period, in response to the shift in working patterns brought about by the pandemic, the organisation also invested in refurbishing, or relocating, several of our offices, including the renovation of the UK headquarters. Pre-pandemic we had begun the process of identifying a second location for the UK office in response to the increasing demand for space driven by the growth in staff numbers. The pandemic necessitated a rethink, with us instead focusing on a combination of flexible work patterns and a modern, open office with greater emphasis on collaboration and drop in desk space. This investment was not restricted to our UK office, another example being that of our Kenya operation, where we have seen significant growth in the scope of our programming in recent years, necessitating a move to a modern office in Nairobi.

As we move through 2022 and tentatively into a post-pandemic outlook, it will be interesting to see how our organisation incorporates learnings from the pandemic, both positive and negative, and combines new and old approaches in our work in the future. For example, how and where staff work, frequency of travel, combining virtual and physical workspaces, and increasing local technical capacities to decentralise our work where possible. We look forward to updating the panel on these developments in future reports.

B. Positive results are sustained

B1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?

Sustainability is central to way that we design and implement programmes at Sightsavers, key to this is our commitment to never work without partners. We outline this commitment across each of the five thematic strategies and our overarching Programme Strategy, and it is further enshrined in section 5 of our **Programme Partnership Policy**, where we state that we always work *with* partners and not through them. True partnership goes hand in hand with sustainability, it is key that we understand what stakeholders want from the programme, the role they want to play across its lifecycle, and how we can support their development so that when our intervention ends the partners go from co-owners to being fully responsible for sustaining its different elements.

Each of the thematic strategies touches on consistent ideas of the way in which we seek to make sustainability a reality, and each of their theories of change has sustainability at its heart.

In our overarching Programme Strategy, we have given further prominence to a series of related guiding principles including Partnership and Participation, Alliances, and Sustainability itself, of which we state:

> *We aim to develop sustainable programmes in partnership with organisations that already exist in the countries where we work, so changes will continue effectively once our direct inputs have ended. This involves considering the political, financial, technical, technological, socio-cultural, institutional and environmental and climate change-induced aspects of our programmes.*

Having outlined our organisational approach to sustainability, let us now look at some specific examples from this reporting period.

NTDs

Sightsavers

In our last full report covering the period 2018/19 we detailed how through the Sightsavers led Accelerate project and Zimbabwe's Health Information and Surveillance Unit we designed a monitoring platform which used mobile phones and district health information system (DHIS2) software to collect data during MDA activities. This significantly improved the quality and timeliness of data, as well as our ability to supervise the activities, and meant far fewer drugs were wasted. In 2021 the DHIS2 platform continues to be used in Zimbabwe and is managed by the national health information and surveillance unit. It has now completely replaced the old spreadsheet-based reporting system, giving the country programme not only the ability to monitor data but also have all their data stored in one location, accessible by all who need it. Sightsavers also supported the Ministry of Health to integrate other important data into the platform - including water and sanitation data and trachoma survey data – and thereby creating a national NTD database.

In Nigeria, a similar system was tested in 2020 and began being scaled up in 2021. Given the size of Nigeria's NTD programme this is an ambitious and exciting plan; the Federal Ministry of Health has officially announced their intention to use this platform across the entire country. In 2021 it was used for multiple campaigns across fives states (regions). Along with the scale-up, Sightsavers and the Federal Ministry of Health conducted research on the platform, specifically around health systems strengthening and data access, quality and use. The promising results are summarised **here**.

Finally in Cameroon, after a national level workshop was held to identify indicators and configure an already existing national DHIS2 (District Health Information Software) platform in 2020, Sightsavers supported the Ministry of Health to pilot and then begin scaling up its use in 2021, working with several implementing partners and the national health information system team to achieve this aim.

Eye Health

In 2018 we commissioned a sustainability study to revisit an eye health programme in Nigeria, a former Sightsavers district eye care programme which we supported across five states in the period 2003 – 2014. The study collected its results in 2019 and we have analysed those in 2020. We found that approximately 63% of the district eye health activities were sustained by the eye health facilities with general consultations, refractive error and cataract surgical services being the most sustained activities. While school eye health, provision of glaucoma services and periodic data reporting were the least sustained activities.

Activities related to eye care management, coordination and governance were all sustained in the five states. Two states sustained the management and coordination in a similar way as it was done during the funding period, while there was modification in the remaining three states. Expansion of eye health facilities was observed to have occurred in each of the states. Human resource development continued in four states with some attrition seen in two of those. But there was significant increase in HR in most of the states.

Finally, we observed limited access to health insurance coverage and out-of-pocket expenditure was the commonest means to access eye care both during the project and after the devolution.

What did these findings tell us about sustainability? That all the eye facilities supported during the 2003 to 2014 funding period were able to sustain services for the commonest causes of visual impairment – refractive errors and cataract - and activities around eye care management and coordination were also sustained. The projects were designed with a strong emphasis on local ownership (with the government partners in the driving seat), human resource development, and capacity building delivered both on leadership and coordination, which played a significant role in sustaining the services.

These lessons are relevant to each thematic area in which we work. Sustainability can be achieved when we empower regional partners, demonstrate value, build capacity and human resource and foster strong local leadership.

Whilst recognising the above as examples of successful sustainability, we have also identified a potential area for improvement over the next reporting period. In Section 5.6 of our Programme Partnership Policy, we refer to sustainable outcomes and impact through exit planning processes. Whilst Sightsavers always builds in exit planning to its projects and thinking about how the project can work towards local ownership after our intervention ends is outlined from the start of each programme's design, we have identified that due to capacity constraints we do not currently systematically review those exit plans and the subsequent outcomes in the years that follow a project's end. We may, as highlighted above, revisit certain programmes in certain contexts to identify lessons

Sightsavers

learnt, but we do not yet have a robust process for reviewing each exit plan. This is an area we will look to improve on, as we know that valuable lessons will be contained within that analysis, but we must be mindful of not overburdening our country office staff given their existing workloads on current programmes.

B2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?

One such area where important lessons have been learnt, is related to that of disaggregating data by disability along with age, gender, location and the type of service received. This has been incredibly valuable for determining if certain groups face greater exclusion than others. It was highlighted in some areas of our work, namely in Bangladesh and Pakistan, that older women were not accessing much needed eye health screening services as equitably as their male counterparts. Furthermore, some services such as screenings were found to be more accessible for people with disabilities than others, such as refraction and obtaining spectacles. However, collecting data and disaggregating it by disability among patients at the health facilities does not tell us enough about how people are accessing eye-health services, and further data from the community level is required to get a better understanding of people's access to eye health services. These learnings have been shared internally with project staff and partners and are informing new project designs and good practice.

To support internal learning, the Monitoring Evaluation and Learning (MEL) team produces an Evaluations Update Newsletter once a year (included as an annex). This newsletter provides updates on ongoing reviews and evaluations as well as sharing summaries and links for recently completed evaluative exercises. This helps to share key findings and recommendations with Sightsavers' staff and partners so that they can use these to strengthen existing projects and incorporate relevant learnings into the design of future projects.

For our Irish Aid Programme Grant II (PGII) projects in Cameroon, Liberia, Senegal and Sierra Leone, we commissioned an external end-term evaluation. This was completed in 2021 and assessed progress against the strategic objectives of the eye health, inclusive education, political participation and neglected tropical disease projects under PGII. Learnings and recommendations from the evaluation are being used to optimise implementation in the extension year of the programme (2022). Furthermore, these have been used to inform the design of the next phase of the programme from 2023, to help ensure that impact can be maximised, and that the programme contributes towards Sightsavers' strategic objectives based on the recently refreshed thematic strategies.

To support external learning, we also make sure to translate evaluation outputs into foreign languages when necessary. For example, the final report and summary slides from the Irish Aid PGII evaluation were made available in French so that the country office teams in Cameroon and Senegal can share these with French speaking project partners. This also helps to ensure that Sightsavers' staff who have French as their first language can understand the evaluation findings and recommendations clearly and can discuss these with partners. To further support dissemination both internally and externally, an Insight Summary is being produced for the PGII evaluation report to distil learnings at programme level and within each thematic area. This will also be translated into French for staff and partners in Cameroon and Senegal, we will share this in our next report.

C. We lead by example

C1. How does your organisation demonstrate excellence on your strategic priorities?

In Section A we referred to the way in which we hold our ourselves accountable to our strategic priorities, both internally through new initiatives such as the LAMP, externally with the release of the thematic and programme strategy documents, and, as in the case of the SIM Card tool, a combination of internal monitoring and external publication. With the LAMP we are taking our monitoring one step further by measuring strategic progress right down to the individual project level and in a way that allows for adaptive management of programmes. It is a challenge that everyone involved recognises, and we may not get it right the first time, however we see an opportunity at this time of review and growth for Sightsavers, to innovate and learn what works and what doesn't in much greater detail.

Sightsavers

Goals, objectives and targets are key to monitoring progress and addressing challenges, but they make up only part of the picture, demonstrating excellence is also evident in the work we have done with our peers in the sector during this reporting period, some of which are outlined below.

In 2020/21 our safeguarding team helped to develop and review 22 safeguarding policies at partner organisations, and our advocacy work in Pakistan led to Sightsavers being approached to support the National Commission on the Right of the Child by reviewing safeguarding guidelines for educational institutions.

During 2021 we reviewed our list of strategic alliances and developed clear engagement plans for the year with key partners, including Fred Hollows Foundation, the WHO, CBM, the International Disability Alliance and the Task Force for Global Health. We launched our new NTD thematic strategy, which supports and responds to the World Health Organization NTD roadmap, and we forged a new partnership with the Global Institute for Disease Elimination (GLIDE) to help eliminate river blindness in high-prevalence, cross-border areas in Africa. We ensured we were actively engaged in relevant civil society networks, including IAPB, IDDC, Bond, Concord and EDF, and we also developed mechanisms for closer collaboration between our policy and evidence teams.

In 2021, Sightsavers continued to champion the Inclusive Data Charter (IDC) and hosted numerous learning seminars, including an event with UN Women, Development Initiatives and HelpAge International, and a webinar hosted by the UK FCDO. We also supported the World Bank Group to develop an e-learning course on gathering disability inclusive data.

We worked with the Global Partnership for Sustainable Development Data, the International Civil Society Centre and more than 20 organisations to launch a collaboration on inclusive COVID-19 data. We continued to co-lead the Inclusive Data Charter and worked with other organisations to develop knowledge and learning products on intersectional approaches to data.

During the same year we also published high-quality data sets on a quarterly basis and worked with partners to ensure they were aware of their transparency obligations as a result of donor funding. We played a leading role within the INGO IATI network in the UK. We have also started to produce bespoke reports to share user-friendly data internally and take advantage of what is now a significant set of programme and financial data.

C2. What evidence is there that your expertise is recognised and welcomed by your peers, partners and other stakeholders?

As referred to in C.1 above, there have been several instances in this reporting period of us supporting and collaborating with partners and peer organisations in the sector. Other evidence that our expertise is recognised can be found in the awards and nominations we have received and the programme consortia we have been members of in this reporting period.

Awards

In 2020 Sightsavers won first prize at the Third Sector Awards with the Digital Innovation of the Year, for our Equal World campaign app (**see here**). We were a finalist at the Charity Event Awards in the most innovative event category for our BLINK event, which we held at the Oxo Tower in autumn 2020 as part of our Aid Match campaign (**see here**) . Our neglected tropical disease research advisor Kareen Atekem was a runner up for the NTD Innovations Prize, with her project testing the development of a new trap to catch Chrysops flies, which pose a major barrier to the elimination of onchocerciasis (river blindness). And finally, we also won two prizes at the Charity Film Awards. Bronze for our film on **Trachoma elimination in The Gambia**, and Gold for our **Equal World: letter from students in Sierra Leone** film.

In our Inclusion Works programme, we adopted Accenture's Skills to Succeed Learning Exchange as a core part of the jobseeker pathway. Accenture has had a long history of supporting young people in employability skills, initially through in-person employee volunteering and the creating of simple to deliver training modules. Some years ago these modules were digitalised into the Learning Exchange, offering jobseekers access to a broad range of self-learning, multi-media modules, often talking 15-30 minutes to study. The system also has downloadable content if a partner like Sightsavers wants to deliver the training in a classroom. Since May 2020, when Covid-19 encouraged us to accelerate the use of the system, 1,496 jobseekers (Inclusion Works and now Futuremakers by Standard Chartered) have completed more than 27,000 (27,537) self-learning modules.

Sightsavers

Accenture has consistently valued our partnership on this and awarded the programme US$2,000 in December 2020 for the volume of participants completing training modules in that month. The award was passed on to Bangladesh, where it funded two young entrepreneurs to start-up their small business ideas.

Consortia

Another way in which our expertise is recognised is through our regular membership of various consortia. For example, a learning priority for Inclusion Works is our participation in the Bond Learning from Consortia programme. This programme brings together learning leads of the UK Aid Connect consortia and affords us the opportunity to develop our processes and learn from other consortia to improve our ways of working. As a part of this programme, we have chosen to prioritise the themes of Consortium Working, Gender and Beneficiary Feedback – we have nominated leads from different partners in the consortium to participate in these learning groups and are looking forward to sharing learnings across Sightsavers in the coming months.

C3. 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

An important development within this reporting period, has been the establishment of the Racial Diversity Working Group, an internal group whose membership comprises staff from a variety of diverse backgrounds and from across our organisation. Its formation was catalysed by the events surrounding the Black Lives Matter movement, which prompted an inwards look at our own attitudes and unconscious biases. As outlined in the group's terms of reference, its purpose is to: assess our working environment to identify potential issues of racism; improve or where necessary establish a mechanism for preventing, monitoring, reporting and addressing incidents of racism; recommend an action plan to foster and improve racial inclusion; and support internal and external communication on Sightsavers' values of equity and inclusion which counter racist behaviour. One of its early innovations was to coordinate an organisation wide survey, submitted in confidence, where staff could share their views on issues of race and how Sightsavers handles these. The results were then compiled and analysed by an external consultancy, with the results shared in a series of feedback and reflection sessions, and actions outlined. We were very pleased with the high level of engagement and the positive responses we received. Whilst there is no room for complacency and recognising those areas where we can improve, overall Sightsavers was seen as a highly inclusive environment by staff.

Commitment 2: Women's rights and gender equality

Sightsavers outlines its commitment to gender equality in each of its thematic strategies, where it forms a key part of our work towards the principle of leave no one behind. There are several ways in which we work towards this goal, by delivering gender sensitisation and awareness training to staff and partners, by designing activities with gender equitable targets, and by working with communities to improve access to services for women and girls, to name a few.

Setting this out in our strategies shows our commitment, but we cannot implement change if we do not know which parts of our programmes fail to address gender inequality, accurate data is therefore key to understanding the problem and acting effectively. Sightsavers always disaggregates the data it collects in its projects by sex, we see this as an essential element to better understand the range of people who are accessing our programmes. From those seeking cataract surgeries, to children receiving spectacles, or health workers receiving training, it is key that we know, at the minimum, how many men and how many women have received support so that we can review this against our targets, take adaptive action and drive gender equality.

The following examples highlight how we use our quarterly performance review process to raise attention to sex disaggregation targets. This analysis can then stimulate problem-solving activities in those projects where we do not see progress towards gender equality.

In our Sierra Leone Eye Health project in Q1 & Q2 of 2021 it was noted that there was a sustained trend of reaching more women than men during examinations and screenings, however when progressing along the care pathway to refraction, dispensing spectacles or cataract operations, more men than women were reached. A recommendation was made to conduct an exercise to identify gender and age-related barriers to uptake of

Sightsavers

eyecare services and recommend possible long and short-term solutions. In Q4 2021, 52% of those receiving cataract surgeries were women. This was attributed to targeted outreaches which were aimed at reaching more women.

In our Senegal Inclusive Education project, quarterly monitoring showed that the project was meeting overall targets for the number of people trained on rights for children with disabilities and the number of teaching and education staff trained on inclusive education, but that the project was reaching fewer women than men. This was due to underlying conservative cultural values and a patriarchal system, in which there are fewer women than men working in positions such as inspectors. These findings fed into a further in-depth investigation into gender to explore how the project could maximise the number of women reached and overcome the barriers.

In addition, building on the momentum generated by the gender synthesis (which we made reference to in our interim report last year), an additional study was commissioned in 2021 to specifically reflect upon the progress of Sightsavers eye health projects in providing equitable access to cataract surgery for women and girls with and without disabilities. The cataract surgical uptake synthesis reviewed content from 11 different eye health evaluations to build a clearer picture of women's experiences at multiple different points in the care pathway. It is hoped that this review will help us to be more targeted with future activities, to ensure that we are able to deliver greater equity of access for women in future eye health projects.

Our inclusive data collections completed in Bangladesh and Tanzania in 2021 were able to track patients from the point of screening through to the successful uptake of cataract surgery. In these data collection samples, we found that the proportion of women taking up cataract surgery was slightly higher than the proportion of males taking up surgery. In Bangladesh, 67% of women successfully took up cataract referrals compared to 66% of men, whereas in Tanzania, 78% of women and men successfully took up cataract surgical referrals. Both projects had taken significant steps to remove barriers to access, such as providing free transportation to surgical facilities, or subsidising or waiving surgical fees. This learning has been fed into new project designs.

In July 2021 we produced a Learning Brief that synthesised the gender-related findings from a set of four project evaluations. It looked at aspects of the projects' gender-responsive programming, including equitable target setting and output achievement for men and women. The brief also explored the barriers for women that were highlighted across the evaluations, and the gender-responsive approaches that were used to try to address these barriers.

C4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?

Sightsavers continues its commitment to promoting the rights of people with disabilities and ensuring our representatives and programmes "do no harm". Sightsavers has a zero-tolerance approach to fraud, bribery, corruption, support of terrorism, modern slavery, human trafficking and sexual exploitation and abuse. This message is reinforced by the CEO annually with an address to all staff.

We are committed to promoting the rights of people with disabilities and ensuring our representatives and programmes "do no harm." We have a comprehensive **Safeguarding Policy** which was reviewed and revised in Q4 of 2021, which is available on our website, our intranet, our safeguarding online training module, and is shared with all partners during the contracting stage. An online safeguarding training is compulsory for all staff and trustees. In addition to this, regular calls and trainings are held by the global safeguarding team and Designated Safeguarding Leads based in country, who in turn cascade training onwards, hosting training and discussion for country staff in person.

Sightsavers requires all representatives to sign a Code of Conduct (included as an annex), as a condition of their contract and all partners are asked to sign a separate Code of Conduct as a condition of partnership financial agreements or contracts. All members of the Sightsavers leadership have safeguarding embedded in their job descriptions. In addition, a safeguarding action plan is maintained and updated by the Global Head of Safeguarding on an annual basis. The CEO at Sightsavers manages an organisational risk register, which includes safeguarding, and this is formally reviewed by the Board and Audit Committee on a regular basis. A global safeguarding risk register is managed by the Global Head of Safeguarding with support from the Global

Sightsavers

Safeguarding Officer and Safeguarding Advisor, while designated safeguarding leads cover implementation in countries. All concerns are logged in a "safeguarding concern log" and reflect any lessons learnt in our global safeguarding risk register.

Prior to any partnerships being undertaken, we conduct a Minimum Partnership Criteria (MPC) assessment (included as an annex), the process for this is outlined in Section D '*Key stakeholders are identified with great care'.*

Key to ensuring that we do no harm as an organisation is the formalisation of conduct in a range of policies. Our policies in this area are reviewed and updated every three years and are available to all staff via our intranet or available on our website. In addition, a comprehensive eLearning programme has been developed and was last updated in March 2022 to reflect the changes made to the safeguarding policy in 2021. Sightsavers' requires all staff and representatives, including consultants and trustees, and all programmatic suppliers and partner organisations to sign the Code of Conduct.

Sightsavers has undertaken a range of activities over the period to strengthen controls and mitigations around modern slavery and human trafficking. The **Global Anti-Slavery Policy** was updated in November 2021 in order to support these activities. Specific mandatory training was developed and deployed to staff involved in Sightsavers' supply chain, in addition to global training made available to all staff through our e-learning platform. A new risk management process was developed, risks assessing all suppliers and partners, and allowing for specific approaches to be taken with those who presented a higher risk of modern slavery with respect to our overall supply chain.

2021 saw the completed launch of our **'Speak Up'** system, which enables Sightsavers to receive and take action on complaints about our activities, as well as receive reports on wrongdoing by our staff. The system, available online and via phone, enables users to make complaints and receive feedback, with an option to report anonymously, and is available in over 100 languages. Training was provided to all staff on the system and its importance. The system does not replace but rather enhances existing whistleblowing channels and safeguarding and fraud reporting mechanisms. Training on Sightsavers fraud and whistleblowing policies is mandatory for new staff and delivered through our e-learning platform.

Finally, since 2021 Sightsavers has been focused on better collecting, utilising, and embedding of feedback from various stakeholders into its safeguarding approach. In doing so, Sightsavers has piloted safeguarding posters in communities in Nigeria and Malawi, collecting and implementing feedback into the final versions of the posters which have been shared with designated safeguarding leads as an additional measure to both better engage and protect stakeholders and partners and mitigate any negative impacts.

C5. How do you demonstrate responsible stewardship for the environment?

Stewardship for the environment is an area of continuous development for Sightsavers. Over the past year our ambition and capacity in this area has grown significantly.

In March 2021 Sightsavers approved its Environmental Policy (included as an annex). This policy outlines the need for us to comply with relevant legislation and contractual obligations, and our commitment to seek continual environmental improvements in our activities and a reduction in our carbon footprint. We are committed to working to help limit the effects of climate change, as well as adapting our programmes to cope with the impacts of climate change.

In addition, we currently have three dedicated environmental working groups within Sightsavers:

Climate Action Strategy Team (CAST)

This group is responsible for: identifying and prioritising programmatic initiatives relating to climate change; sharing learning and best practice; strengthening the alignment between policy and advocacy messaging on climate action within our programmatic work; supporting internal climate action research; and sharing successes from climate action programmes. The group meets every two months and comprises a wide range of actors from across the organisation. At this stage the group is busy identifying some initial activities to better understand the existing capacities and priorities of partners on climate issues, and proposing ideas to pilot climate initiatives

Sightsavers

within wider programmes. This will build on the work began in 2021 in our Green Vision Centres initiative in Sierra Leone. Here we are using our unrestricted funds to pilot sustainable practices within our vision centres there. Including the use of solar panels, intelligent ventilation, recycling and greener waste management. It marks the first step on our programmatic climate journey and will help us to scale up such activities in the future. We are ambitious about the possibilities for greener programmes as well as developing our work around the inclusion of people with disabilities in the climate agenda, but we also recognise that we are still at the early stage of this process.

Environmental Operations Steering Group

This group is responsible for the management of the Environment Management System (EMS), capturing and monitoring the organisational carbon footprint, analysing data and reporting that data in line with international standards and individual country legal requirements.

The EMS provides a framework for us to ensure that we are complying with environmental legislation and environmental codes of practice and regulation on resource usage, pollution, greenhouse gas emissions and the disposal of medical waste. The EMS is currently being completed for the UK before being rolled out to our other offices.

Environmental Leads

This group comprises representatives from each office. They are responsible for keeping the EMS updated, collecting carbon footprint data, monitoring relevant local legislation and policies, and continually looking for and sharing ways in which we can reduce the environmental impact that we have through our activities.

Sightsavers has a carbon reduction plan (CRP) for the UK published on our website **here**, with a commitment to reach net zero by 2050. This is in line with the UK government net zero strategy: build back greener. This plan includes carbon reduction initiatives that we have already implemented, and further measures that we wish to implement. The plan is in line with the Green House Gas Protocol which sets out the levels of commitment an organisation can work toward across three **scopes**, this can then be used to calculate the total carbon emissions for that year (in tCO2e). In the future we will explore how to support our partners to develop their own carbon reduction plans and we look forward to updating the panel as this develops.

Cluster B – Our approach to change

D. Key stakeholders are identified with great care

D1. Please list your key stakeholders. What process do you use to identify them?

Our key stakeholders are: organisations of persons with disabilities; governments; communities; multi-lateral organisations, academic institutions; the private sector; health facilities; and other NGOs and INGOs. They are identified in a number of ways, usually drawing upon the knowledge of our country office teams, regionally based technical leads and regional advocacy advisers who through their experience understand the key stakeholders we need to involve in a project, relevant to the country and the thematic area that project will focus on. During project design we assess where the gaps in our understanding are, as relates to a country context or technical aspect, and then seek to address those gaps by bringing in additional stakeholders to co-design and co-implement the programme. If we feel that we lack suitable or sufficient partners from those already known to us, we engage with existing stakeholders to utilise their expert knowledge in identifying new ones.

Having identified potential partners our Programme Partnership Policy then guides Sightsavers' approach to partnership. It is designed to mirror and align with the project lifecycle, outlining key activities to undertake at each stage of the cycle. The framework and associated tools ensure that appropriate implementing partners are selected. Our Programme Partnership Policy sets out the principles behind our approach to partnership and how these are operated in practice. The policy defines multiple stages of partnership, including "exploration", which sets out how an initial interest is identified and what minimum criteria we apply in the selection of partners. We have a two-stage due diligence process that ensures we do not enter in a partnership relationship with

Sightsavers

organisations that are unsuitable, inappropriate, or that are not capable of delivering. Firstly, we undertake a desk review against our MPC that checks basic elements such as registration status, latest audited accounts, terrorism and security watchlists and any evidence of fraudulent/illegal/exploitative activity. All organisations due to be linked to our projects – even if just in a strategic/advisory capacity – must undergo this review. Secondly, any organisation due to implement project activities and/or receive funds from Sightsavers must undergo a full due diligence and safeguarding assessment, which is an in-depth, face-to-face review of their capacities, structure, resources and track record. Any shortcomings revealed are addressed in an action plan for improvement that is embedded within the assessment template and is tracked and monitored throughout the project lifecycle.

All risks identified in the MPC are classified as 'workable' (they can be mitigated) or 'unworkable' (they cannot be mitigated). Unworkable risks are rare, but if identified mean that the partnership will not go ahead. Examples of 'unworkable' risks that we have dealt with in recent years include the organisation not being legally registered, the organisation is the subject of current (serious) legal proceedings or controversies such as an ongoing serious safeguarding incident that is not being satisfactorily managed.

In order to ensure that we can provide the necessary support to partners to build their capacity and address shortcomings identified in the MPC and/or Due Diligence assessments, we have revised our budget templates to include a standard line for safeguarding and due diligence improvements (with particular emphasis on ensuring we allocate sufficient funds to support small organisations such as OPDs who are likely to have lower capacity than national/international NGO or government partners). In addition, all partners are required to undergo compulsory safeguarding training during the project inception period, and the Global Safeguarding Team provide resources and support for ongoing capacity building.

D2. How do you ensure you reach out to those who are impacted or concerned by your work?

In this reporting period we have been working on a participatory measure of inclusive local development based on the concept of levels or ladders of participation and developed by our global technical leads. In early 2020, the MEL Team began to scope how we could best track progress through a participatory measurement approach. Not only is this measurement approach new, but so is the concept of inclusive local development (ILD) itself. Unfortunately, COVID-19 significantly impacted this work due to its requirement to work closely with project staff and local stakeholders in-country.

In October 2021, ILD workshops were held in Senegal and Cameroon with local stakeholders, who reviewed and fed into the ladders. Follow-up remote sessions were then held to discuss the levels and suggested matrices/criterion for measurement with a smaller group of attendees (including local councillors, OPD and CSO members).

Changes were recommended to the draft matrices at these sessions and are now being incorporated. The tool and the methodology need to be further revised and tested this year (planned for Q3/4). They will then be adapted based on this learning (with clear guidelines developed) to begin use in 2023. This participatory development process has insured that those concerned by our work are involved in its development. In Cameroon, a number of stakeholders who attended the remote workshop on the ILD tool, expressed that they were pleased to have been consulted on its development.

In 2021, our MEL team reviewed and refreshed our ethical position statement and guidance. The guidance note continues to support the team to develop their practice in participatory methods. Ethical data collection, including safeguarding, is a core aspect of the MEL Team's work. One aspect to improve on in this regard was dissemination of evaluations. In this report period, the findings and recommendations from our evaluations have been appropriately disseminated through a range of methods. For example, the Economic Empowerment of Youth with Disabilities project in Uganda convened a learning and dissemination event in Kampala and in each district involved in the project. This ensured findings were shared with a wide range of project stakeholders, who then had the opportunity to discuss the findings with the project and evaluation team. Another example is the Pakistan Diabetic Retinopathy project evaluation which held an all-staff internal learning seminar for the evaluator to talk through the findings of the evaluation and take questions.

Within the BA Youth Futures project, we are applying a community based participatory research (CBPR) model. Sightsavers defines the CBPR research cycle as a complete research ecosystem which includes engagement

Sightsavers

from the stage of identifying knowledge gaps and specific research questions, designing research frameworks and tools, data collection and analysis, seeking validation with all involved, engaging in advocacy activities to influence policy makers and other stakeholders and co-designing programmes informed by newly generated evidence. The project engages all impacted or concerned participants including youth with various disabilities, organisations of persons with disabilities, civil society organisations, local education institutions, local employers, local academic partners, and government representatives, as equal partners throughout the CBPR research cycle.

Research questions for the BA Youth Futures project are informed by previous engagement and discussion with young people with disabilities and all stakeholders who were involved in Sightsavers' previous and ongoing programmes including 'Inclusive Futures' in Bangladesh and Kenya. Youth with disabilities were hired as peer researchers to engage in the research along with research associates and supporting researchers from in country academic partners, BRAC University in Bangladesh and Kenyatta University in Kenya. Along with Sightsavers teams, these academic partners trained peer researchers to co-design the research frameworks and tools, to collect and analyse qualitative data from 50 youth with disabilities from rural and urban location in each country at stage one and collect GIS (satellite mapping) and documentary photography representing their lived experiences.

D3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space, with special reference to national and local actors?

An example of how Sightsavers engages with partners at both the global and local level, is through its leadership of the UK Aid funded Inclusive Futures consortia programmes, Inclusion Works and Disability Inclusive Development (DID). Each programme has eleven partners combining expertise to maximise impact in a variety of areas, from those who provide services for people with disabilities to those representing their interests through advocacy.

Partners were involved in all aspects of project design, implementation, and monitoring, with governance mechanisms in place to ensure country, project and cross thematic coordination is reviewed to maximise collaboration and learning. Inclusion Works has a multi-tiered governance structure, from local to global level, aimed at maximising the expertise of each partner across countries. Programmes are coordinated through Country Implementation Groups headed by one consortium partner with membership from other local implementing partners and organisations of persons with disabilities (OPDs). The DID programme is composed of a series of smaller projects, each governed and implemented by local, national, and international stakeholders including OPD, consortium partners, and government. These governance groups form during the project start-up period to establish common visions and goals and remain in place throughout the project cycles, helping to make decisions based on participant feedback. Partnerships with national governments help ensure our work does not create parallel systems, leading to projects that are far more sustainable. For instance, in Nepal, rather than developing new support tools, one of our projects instead collaborated with government members to implement the pre-existing and government recognised *Rupantaran* module, which is a comprehensive training package to support children with disabilities in schools to connect with locally available resources.

Both programmes engage with local actors through co-design and implementation with local OPDs, facilitated by a strong collaboration with the International Disability Alliance (IDA), the global OPD umbrella body. Working with local OPDs helps ensure that programmes complement the work of each implementing country's disability movement. For example, in the DID programme, staff training on disability inclusion is often co-led by people with disabilities and OPD members to help programme partners better understand experiences and priorities of participants and beneficiaries. In Inclusion Works, OPDs also work collaboratively with consortium partners to engage the private sector / employers on disability inclusion, for example through disability awareness trainings and accessibility audits. Both programmes are working to strengthen local and national OPD capacity to develop and implement advocacy plans, including after the projects have ended.

As highlighted in our previous report much of our policy and global advocacy work continues to be conducted in partnership with other organisations to maximise co-ordination and effectiveness and ensure that we are complementing other organisations efforts. Partnership is also critical to ensure that the voices of people with disabilities are at the centre of our advocacy and influencing work. This is the same at the national and global level, where we work extensively with and through the international Disability and Development Consortium (IDDC), a global network of NGOs and OPDs. Sightsavers chairs the coalition, and a number of the coalition's

Sightsavers

task groups. We also co-chair the UN Task group and co-ordinate civil society to engage on issues relating to disability at the UN. In 2020 and 2021 we supported the group to input into guidance on implementation of the UN Disability Inclusion Strategy. Relating to our eye health work, in 2021 we worked on the development of a UN Resolution on Vision for All. This was as a result of co-ordination of others in the same sectoral space.

As highlighted previously our policy and advocacy work is also focused on developing strong relationships with donors, multilateral organisations and international finance institutions. These partnerships lead to us being sought out for input and successfully influencing processes and policies. In 2021 we successfully influenced the World Bank's IDA process by collaborating closely with a range of bilateral donors. We also worked closely with UN Women to develop policy papers on the COVID-19 response in order to inform the long-term recovery from COVID-19.

E. We listen to, involve and empower stakeholders

E1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?

Several evaluative activities conducted in 2021 had strong aspects of where stakeholder feedback has been sought. For example, the evaluation of the Right to Health programme used the Most Significant Change (MSC) technique to collect change stories directly from service recipients and deepen the participatory approach. This led to a total of 104 stories being sought and documented from 43 women and 61 men. After a participatory story selection process, two stories were selected to be included in the main report and will be illustrated by comic strips, that can then be shared back with the partners and other relevant stakeholders in the dissemination workshops (due to be held in Summer 2022).

MSC is, *"participatory because many project stakeholders are involved both in deciding the sorts of change to be recorded and in analysing the data… it contributes to evaluation because it provides data on impact and outcomes that can be used to help assess the performance of the program as a whole."*

We also conducted a participatory learning exercise at the end of 2021 in Cameroon using the Participatory Video and Most Significant Change (PVMSC) approach. Participatory Video (PV) is a set of techniques that involve a group or community in shaping and creating their own films. The idea behind this is that making a video is easy and accessible and is a great way of bringing people together to explore issues, voice concerns or simply to be creative and tell stories. The process involves agency of the participants, enabling a group or community to take action to solve their own problems and also to communicate their needs and ideas to decision-makers and/or other groups and communities. The methodology puts the participants' voices and experiences at the centre of the learning exercise.

The learnings from the PVMSC exercise have been shared back with the partners and those responsible for programme level decision making. The films will also be shared and disseminated more widely internally and externally in due course.

In a recent end term evaluation of the Irish Aid PGII programme it was highlighted that, *"an effective management approach deployed across the programme was the cultivation and use of feedback received from project staff, people with disabilities and service users to adapt programme approaches throughout the project cycle. For example, in Senegal, optometrists voiced their concerns over the lack of workable optical equipment available to provide refractive error services to children. As a result, Sightsavers worked with partners to develop a repair and equipment renewal plan including the training of three maintenance technicians."*

Under the FCDO funded consortium Disability Inclusive Development (DID) programme that Sightsavers is leading, Project Steering Committees have been formed comprising consortium partners, government partners and members from organisations of persons with disabilities (OPDs). On at least two of these committees, OPD members act as chairpersons and play an important role in governing and steering the projects, firmly placing people with disabilities in the lead of disability inclusion projects. On one of these projects (an inclusive eye health project in Kogi State, Nigeria) the steering committee developed and executed an advocacy plan which led to the Kogi State government establishing a Disability Board which will oversee all disability issues within this state. An

Sightsavers

OPD member of the project's steering committee has been appointed as chairperson of this new disability board. Sightsavers is also undertaking development evaluations in these projects as they are implemented through an adaptive management approach. The steering committee has co-created the evaluation questions together with evaluator who then undertakes rapid cycles of data collection (primarily qualitative) to support the steering committee when considering programme adaptation.

E2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?

Involving stakeholders from the very outset of project design and ensuring they feed in at different levels during the project's implementation is key to our work. Sometimes stakeholders take the role of implementing partner, where they will co-design and co-implement the project alongside us, in other examples they may wish to input into the project less formally through workshops and feedback mechanisms. In both cases the involvement of other local and national actors is essential to ensuring the projects we design meet the needs of the context we are working in.

Within one of our inclusive education projects in Nigeria, we conducted a participatory project design process. The aim of this was to plan an education project in Kaduna State Nigeria which would demonstrate innovative, scalable approaches for a) promoting inclusive education in primary schools for children with disabilities and b) incorporating disability inclusion perspectives in initial teacher training. A learning review, finalised in early 2021, used quantitative, qualitative and participatory approaches to gather and distil learnings from the participatory planning process. The review was designed with the intention of generating recommendations for future participatory planning processes and the implementation of the Support Mainstreaming Inclusion to all Learn Equally (SMILE) project. The review found that collaborative assessment processes and the use of regional consultants enhanced data collection and the quality of data collected. Furthermore, design workshops provided a valuable setting for validating findings and identifying interventions, but that more detailed design work is required outside of formal consultations. You can read the full review **here**.

In this reporting period – and in response to feedback from the review panel – we have instructed a team of consultants to lead a review of Sightsavers' current approaches to ensuring community engagement in the design and implementation of projects and programmes. Focusing on a large NTD project in West Africa, the consultants undertook a consultative review to identify who our primary beneficiaries were and how feedback was already being gathered from them. The consultants were then asked to identify tools and approaches which could improve how feedback is gathered, and to develop practical guidelines and recommendations for improving accountability within projects and programmes.

Following the completion of this consultancy assignment, staff in Nigeria and Democratic Republic of the Congo undertook a test and learn pilot project to implement the tools, approaches and recommendations identified by the consultants. Subsequently, this has enabled us to develop a suite of tools and approaches, which can be utilised to facilitate engagement with a range of stakeholders at multiple points in the project cycle.

The progress made in the last year in relation to community engagement is now being taken forward by our 'Communities and People We Serve' working group.

In this reporting period the working group have been exploring how learnings from the test and learn pilots can be applied to other thematic areas. The group has also been refining our organisational approach to beneficiary engagement, to ensure that community stakeholders are involved in decision making from project design through to implementation and eventually phase out.

As mentioned above under question E1, a participatory learning exercise was conducted at the end of 2021 using the Participatory Video and Most Significant Change (PVMSC) approach. The aim was to understand what changes had been brought about by the capacity building work under the PGII programme at the partner level. This exercise engaged with 29 individuals from partner organisations working with Sightsavers on capacity building work relating to the inclusive education and political participation projects in Cameroon. Using the PVMSC methodology, 29 change stories were shared and documented, and following a participatory selection process seven stories of change have been made into short films. The films are narrated by the person who shared the stories and discuss in detail their experiences and changes they have observed as a result of project

Sightsavers

activities. These films were screened with the participants who also conducted their own participatory analysis of the challenges and enablers, as well as a discussion of why the stories are considered significant. This has enabled a reflective and participatory exercise that centres on the experiences and insights of the partners.

An example of some of the ways in which the work contributed to a capacity building approach amongst partners, is found in our analysis of the stories of change from the political participation thematic area. The most cited change was the increased self-esteem and confidence experienced by people with disabilities. Another key change observed was an increase in accessible policies at partner organisations.

E3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?

Understanding which parts of our programming are successful and which are less successful is key to ensuring that we incorporate learning into future projects and ultimately keep improving what we do. One method central to this reflection is the use of mid and end term evaluations.

In 2020-2021, two mid-term reviews and 11 end of term evaluations were conducted. Of these, four were conducted as internal learning reviews, and the rest were undertaken by external independent evaluators.

Due to COVID-19 restrictions, many of the evaluations in this period had to pivot to a remote exercise or hybrid model (some remote and some in-person data collection). Unfortunately, this reduced our capacity to convene and speak directly with the people and communities we serve to reflect their voices fully in the evaluations.

However, strong efforts were made to reach as many stakeholders as possible, often using a range of communication methods and platforms (surveys, Zoom calls, telephone calls, WhatsApp messaging etc.). As a result, the evaluations were still able to gather data from a range of stakeholders across our projects.

Under the FCDO funded consortium programme Inclusion Works, which is a disability inclusive economic empowerment programme, the programme team have regular feedback sessions with the IT academy students in Nairobi, Kenya. The students raised some concerns about the facility and arrangements at the academy host, a technical training college. This then led to a structure being created whereby the technical training college and students can discuss issues directly and resolve them in real time. The programme also provides online job skills training and participant feedback led to us refining the way we provide the students with data packages, providing them with more control and flexibility. The programme has also adapted its approach to supporting jobseekers with the introduction of more approaches to foster self-employment aspirations, in response to feedback from participants through the action learning groups that the programme facilitates.

E4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B. 1)

Sightsavers views the sustainability of its interventions as a key part of its work. Within our Programme Strategy we state that we always work with in partnership with those actors who are already present in a country. We are not seeking to replace the essential local organisations and groups that are present, but instead to invest resources which bring their expertise to the fore and strengthen their capacities together, meaning that our ultimate goal is that we are eventually not needed at all. Below are some examples of how we do this from across the countries where we work.

In this reporting period partners and beneficiaries have gained capacities, means, self-esteem and institutional strengths though different Sightsavers interventions in areas such as:

- **Capacity building**: Providing essential skills in research, communication, advocacy, program management etc. following partner capacity assessments and using Disability Disaggregated Data (DDD) tools to identify gaps in capacities and need for support.

- **Movement building:** Particularly focused on women's rights, supporting enhanced knowledge, capacities and organisational skills.

Sightsavers

- **Participation:** Selected members of OPD organisations have been engaged in addressing relevant needs and challenges in their community's development. Through its programmes, Sightsavers has supported organisations to move further on action and engagement in policy influence. The support provided has increased participation in decision making by communities.

- **Evidence building:** Our programs enable beneficiaries to engage in fact finding and evidence building activities which support them to identify and understand opportunities and challenges in their area of work.

- **Advocacy skills building**: To articulate their own demands to policy makers.

- **Leadership development and organisational reinforcement**: Coaching and providing support to better position community members as a responders to their needs.

- **System strengthening**: In collaboration with government sectorial bodies leading to the design of policy/strategic plans and system changes.

- **District Health Information System (DHIS)**: Data is powerful, supports learning and drives accountability. In the countries where we work across West Africa, we provide technical support to the Ministries of Health to commence the institutionalisation of DHIS for NTD data reporting, analysis and management in 2020 starting with some states. In countries such as Nigeria for instance, this has been scaled up with the FMOH driving the process with the purpose of transferring and situating skills within the system towards sustainability and ownership. This will allow for long term health service planning, monitoring and reporting.

- **Health system strengthening:** To ensure the sustainability of NTD project outcomes, Sightsavers employ different strategies to strengthen the countries' health systems. In 2021, we supported through the ASCEND program several countries to develop a five-year masterplan and its accompanying investment case to guide and facilitate the process for achieving sustainable neglected tropical diseases elimination.

In addition to these core principles above we have also supported partners in an action focused way through the use of a couple of key assessment tools. Both of which take a collaborative approach in understanding where gaps in access, quality or provision may exist, and developing actions plans to support how these are addressed, always in the spirit of support and never to critique or criticise. The aim is that once the assessments have been carried out, action plans can be worked on with the facilities improving quality and patient care. These plans are invariably welcomed by the facility staff, as supporting changes that they also wish to see.

Accessibility audits

In 2020 Sightsavers developed an accessibility audit tool that guides managers and decision makers on how to review health facilities to assess how accessible they are against. The tool covers a variety of accessibility aspects such as physical accessibility and sensory accessibility, the toolkit, for which we won a Zero Project Award in 2021, can be found **here**. Between July and December 2020, Sightsavers implemented a rapid response project in the Federal Capital Territory (FCT) in Nigeria, assessing the accessibility of four COVID-19 treatment and testing facilities in Abuja, and supporting priority accessibility renovations in two public hospitals. The project contributed to build the capacity of local government partners, who have now integrated learnings from this initiative into their work. Mr Ikechukwu Ngwu, Assistant Chief Quantity Surveyor, FCT Authority, recently shared: *"In all our current work, we are incorporating measurements and recommendations from Sightsavers' standards."* Due to movement restrictions during the pandemic, the project also served as a testing ground to develop an online training module for our accessibility auditing methodology.

In the same period, we have also developed an alternative version of our accessibility audit pack (to be used in the wider built environment) which has been incorporated in the Inclusive Futures' disability-confident employers' toolkit.

QSAT

The QSAT tool continues to be a significant part of our ongoing support of partners to improve the quality of their service delivery, however the number expected to be conducted was significantly curtailed due to the pandemic. During the period 2020-2021, 30 thematic assessments were conducted across 5 different themes including cataract, schistosomiasis, soil-transmitted helminths, lymphatic filariasis and onchocerciasis. Assessment for cataract included both for paediatrics as well as adult only cataract assessments. As well as this remote and

Sightsavers

hybrid-remote assessments were piloted across all of these themes to ensure we could continue providing quality assurance during the pandemic. Thematic QSATs are often used as a baseline and end-line assessment of quality. During the baseline assessment an action plan will be developed based on quality gaps which are identified. The idea being that by completing the actions there will be an improvement in quality within the facility, which is then measured by the end-line assessment. Where thematic QSATs were being conducted as an end-line during 2020-2021, quality improvement was noted in all 11 assessments. This proven methodology for quality improvement provides long term enhancement in patient treatment and care, and supports health facilities to take actions that they may not have necessarily considered prior to that assessment.

F. Our advocacy work addresses the root causes of problems

F1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?

Sightsavers takes a systematic approach to advocacy planning which ensures our work is evidence-based and tackles the root causes of poverty and inequality. Our new thematic strategies each clearly outline the need to influence public policy in order to deliver sustainable change, and we consequently integrate advocacy throughout our work, both at national and international level.

To ensure our work is evidence-based and systematic, we are developing new ways to create long-term advocacy plans in our country offices. These include context reviews and analysis of relevant laws, policies, analysis, research and other documentation, and (when COVID-19 allows) detailed discussions with identified partners and stakeholders. These reviews help to set the scene for our work, telling us what the changes are that stakeholders wish to see are, and what the existing policy landscape is.

This type of advocacy planning has a key role within the Project Design Process (PDP). Each project must have its own advocacy plan. These plans are based on a review of available evidence and detailed discussions with partners and stakeholders; they are often founded on the experience and evidence of preceding programmes, in recognition that advocacy needs to follow a continuum of policy change, changes that can take several years to be realised.

The advocacy plan forms the basis of conversations with partners and communities. It allows us to map out what we want the government to understand, to accept, to commit to, and to deliver on, building on the existing understanding of the country context. It then forms the basis of conversations at stakeholder design workshops, where we invite local groups, those most with a stake in driving the change and directly affected by the issues we're seeking to influence, to collaboratively discuss the advocacy plan's suggestions and feed in their expertise. This both ensures the advocacy objectives align with local priorities and that the passionate views of our partners and communities are harnessed, to drive forward the influencing work and carry that into programme implementation and beyond.

Advocacy in programmes is monitored using a bespoke process, called the Levels of Influence. This is a scalar model, which is adapted for each programme to track the process of influencing change: ensuring an evidence-based plan; clearly articulating what decision makers need to understand; identifying evidence of engagement and acceptance from decision makers; seeing evidence of commitment for policy change; and evidence of delivery of the required policy change. We define 'policy change' as covering specific written changes (in legislation or other formal government documentation), ensuring policy implementation (through increased budgets, improved equity or improved monitoring), and accountability (through formal reporting or accountability structures in parliament and elsewhere). The last level in the Levels of Influence is 'reflection', where we identify how policies were changed, our contribution to that change, and what needs to be the focus of future advocacy work – this is a new approach, which we are still in the process of trialling and developing tools.

Strong cross-team work is central to our approach to evidence-based advocacy. The advocacy team and country offices work closely with the policy team in carrying out policy analysis, as well as translating global best-practice to our national influencing. A close relationship with the research team is critical to ensure that our research feeds into advocacy work and vice versa. In programmes in Kenya and Bangladesh, supported by the British Academy,

Sightsavers

we are building evidence on employment for youth with disabilities, and using this evidence to influence policies, just one example of where research is feeding directly into our influencing work.

F2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?

Sightsavers engages with and is supported by people with disabilities and their representative organisations in the development and implementation of our advocacy work, this systematic approach is embedded across the countries we work in.

For example, the High-Level Political Forum is the follow up and review mechanism of the Sustainable Development Goals (SDGs). Held annually, governments are invited to submit Voluntary National Reviews (VNRs) assessing progress against the SDGs. In 2021 in Zimbabwe and Sierra Leone we facilitated the participation of people with disabilities (and their representative organisations) to ensure that the reports submitted by governments reflected the views and situation of people with disabilities. We convened consultations that enabled both the voice of OPDs to be input and shaped Sightsavers own advocacy.

In previous years, though not in 2021 owing to the pandemic, Sightsavers has supported OPDs to attend global processes including the HLPF and Conference of States Parties to the Convention on the Rights of Persons with Disabilities, to enable OPDs to meaningfully engage. We have allocated funding on an annual basis for OPDs to attend national, regional and international meetings. We adopted a similar approach for the Global Partnership for Education Summit held in July 2021. Ahead of the Summit we worked national OPDs and the governments of Malawi, Kenya, Zambia, and Tanzania to support the development of policies that are inclusive of children with disabilities and to urge financial commitments from the governments. We supported policy dialogues in Kenya and Zambia to ensure that inclusion is discussed in the run up to the Summit.

Another good example comes from our work in India, where the Building Partnerships for the SDGs - Empowering Disabled People's Organisations, seeks to boost the participation of OPDs in the SDGs process and strengthen policy dialogue and partnership between Indian OPDs and EU institutions and member states. It brings the voices of India's OPDs to the international stage.

In partnership with Sightsavers India, we developed a participatory research paper for advocacy, focusing on the rights of women with disabilities and implementation of the SDGs in India. The stories, findings and recommendations in our activity *Rising Voices* drew on interviews, focus groups and rights-awareness work involving women with disabilities from rural India.

As part of this project Sightsavers developed and tested a Disability Inclusion Scorecard methodology to teach women about their rights and enable them to identify and take action to uphold their own rights. In 2021 we rolled the scorecard out to Ghana and Senegal and are considering using the methodology as a standard programme tool.

G. We are transparent, invite dialogue and protect stakeholders' safety

G1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by affected key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.

Our latest available annual report and accounts and current polices are available to all stakeholders via our website. Our annual reports contain information on our governance, staffing and salaries, operations, complaints and budgets. These can be accessed on our website **here**. These reports have been designed for use with screen reading technology, ensuring we reach a more diverse audience. A detailed breakdown of Sightsavers' financial results for 2021 will be available in our Annual Report and Accounts, which will be published on the Sightsavers

Sightsavers

website (from July 2022). Our preliminary 2021 full year group income, not including Gifts in Kind, totalled £123 million. (**Please note, these figures have been disclosed with the caveat that they remain confidential and will not be made public until released as part of our annual report in July 2022**). Sightsavers' principle on remuneration is to ensure the reward package offered is competitive with other equivalent organisations in the areas where it works (both geographically and by type of role), so that we are able to attract and retain skilled staff. Salaries are compared across other INGOs and, where appropriate, other types of organisations, and we look at medians as the basis of pay. This is not rigid as there are times when there is a need to offer more, and times when an individual is still growing into a role so less is offered. A number of different survey providers are used and, where appropriate, a direct comparison with other similar NGOs is undertaken. The remuneration committee sets the salary for the Chief Executive, approves the salaries of her direct reports and the overall reward structure and policy. Our audited and published Annual Report and Financial Accounts provide a breakdown of salary levels as required by our applicable SORP. A list of key policies is also provided on our website and can be accessed using the link **here**.

Further information relating to our transparency and accountability to stakeholders via the IATI framework can be accessed by following the link **here**.

Our group reporting is in English, our principal regulatory language. Our local reporting in the countries in which we operate is in the reporting language of the country. We translate into other languages this reporting, wholly or partially, where a requirement to do so arises.

G2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.

Sightsavers staff salaries are set in accordance with our Global Reward Policy (included as an annex), this ensures that pay levels are set in a fair and consistent way across our job roles and project locations. Sightsavers actively participates in local market surveys relating to the UK and our programme office locations in Africa and Asia. The data from these surveys feed into our benchmarking process to ensure that our salaries are fair and reflect the market in the places where we work. All salaries are then set at the median value for the role, plus or minus a small percentage, using local pay scales. On the rare occasions we hire someone in a location where our benchmarking data is poor, we supplement the salary setting process by reviewing the market using available data sources and current relevant vacancy information.

In compliance with UK law, we regularly review our gender pay gap in the UK, this has improved further since our previous report with a difference in pay between female and male staff of 0.27% in favour of male employees as of December 2021. We also carry out regular spot checks of our larger offices, here the pay gap tends to fall the other direction with average pay for female colleagues being higher than the average pay for male staff. For example, as of December 2021 the difference in pay between female and male staff in Nigeria was 3.36% in favour of female employees.

The ratio between the highest and lowest paid employees in the UK remains 6:1 (excluding interns and apprentices) and similarly the ratio between the highest and median UK salary remain 3:1.

The highest paid employee in the organisation is our CEO with a salary of £145,000 as of December 2021. Sightsavers does not publish the salaries of the five most senior positions, instead we publish the number of staff with emoluments within ranges as required by the SORP. Please find this information on the table below, this is an extract from our Global Annual Report 2020 and updated figures will appear in our 2021 report due in July 2022.

Range	No. employees	
	2020	2019
£60,000 – £69,999	15	18
£70,000 – £79,999	15	9

£80,000 – £89,999	5	4
£90,000 – £99,999	4	5
£100,000 – £109,999	-	-
£110,000 – £119,999	-	-
£120,000 – £129,999	2	1
£130,000 – £139,999	2	3
£140,000 – £149,999	1	-

G3. How do you ensure privacy rights and protect personal data?

Sightsavers takes our stewardship of personal data very seriously. We take a broad approach to the topic, working on all areas of information security, including the confidentiality, integrity and availability of data, which is essential for not only the direct privacy of data, but the correct use of the data in the delivery of our work. The two key strands of activity are data protection and information security, which address the policy, process and the technical controls required to embody the principle of Privacy by Design.

The risks associated with breaches in information security are recorded in Sightsavers' Risk Register, which are closely monitored by the Audit Committee. Through 2020 and 2021, information security has been a standing item at Sightsavers Audit Committee meetings.

Sightsavers has invested significantly in technical and process improvements. We have introduced new IT change management controls and a change management committee, which serve to increase quality and oversight of changes to key systems. This is supported by enhancements to system update and patch management processes. As of 2021, we perform a range of regular internal and external tests across key areas, such as system configuration, known vulnerabilities and control effectiveness. Towards the end of 2021, we deployed a security operations centre, monitoring system activity on a 24/7 basis as an early warning of unauthorised activity. Staff awareness of these threats is a key activity, with an internal email phishing awareness campaign that is run regularly and provides training to staff.

Sightsavers' work on data protection has continued since the implementation of the General Data Protection Regulation (GDPR) in the EU. This includes further strengthening of processes relating to the rights of individuals, including the right to be forgotten ('right to erasure') and enhanced oversight of data protection requirements in contractual arrangements.

Sightsavers was awarded the UK HMG Cyber Essentials certificate in 2018 and have renewed it each year, most recently in December 2021. Cyber Essentials is a UK Government backed scheme aimed at helping organisations defend against technical threats by developing key technical controls.

Additionally, as part of the refreshed Project Design Process, which was overhauled in 2021, we have a requirement that all project teams complete a Privacy Impact Assessment. This document poses a series of questions related to data collection in projects and if any of those questions receives a positive answer, we arrange a follow up conversation with our Compliance Team to clarify whether any additional mitigation action is required. The assessment is included as an annex to this report.

G4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.

#	Name of donor	2021 donation (£'000)	#	Name of donor	2020 donation (£'000)
1	FCDO	29,594	1	FCDO	30,461
2	Accelerate Partners	15,970	2	Commonwealth Fund	8,287

Sightsavers

#	Name of donor	2021 donation (£'000)	#	Name of donor	2020 donation (£'000)
3	Givewell Recommended Funds	6,528	3	Accelerate Partners	7,586
4	ELMA Foundation	4,575	4	People's Postcode Lottery	2,588
5	Anonymous Foundation	2,872	5	Givewell Recommended Funds	2,074

In relation to Anonymous donors:

For any donor who wishes to remain anonymous we perform the checks specified in our Global Fundraising Donation Acceptance Policy (included as an annex). We adhere to all requirements agreed in relation to the donation, including any specific restrictions as to the use of the funds, and ensure that no influence beyond those occurs.

Cluster C - What we do internally

H. Staff and volunteers are enabled to do their best

H1. Provide evidence that recruitment and employment is fair and transparent.

Sightsavers is committed to ensuring that our recruitment is inclusive, fair and transparent. Our HR professionals provide clear guidance and support to hiring managers throughout the recruitment process, initial shortlisting is often performed by our trained and experienced Talent Acquisition Specialists, ensuring consistently high recruitment standards.

We have maintained our Disability Confident Leadership status and continue to develop initiatives to attract talented candidates with disabilities. These include but are not limited to, advertising vacancies with specialist jobs boards and Linked In groups that target candidates with disabilities; setting a disability confident expectation with the recruitment agencies we work with; working with local Job Centre teams in the UK; creating opportunities for candidates to tell us they have a disability at every stage of the recruitment process; hosting talks by external speakers on topics relating to disability; engaging an occupational health provider that understands the work of NGO's; the provision of disability awareness training for new starters; and creating an online wellbeing hub for all staff.

In addition, we now have four diversity groups helping to generate ideas and awareness raising to increase our diversity, these are the Disability Inclusion Working Group; Disabled Employees Network; Racial Diversity Working Group and Racial Diversity Focus Group. As an organisation we continue to encourage and support the work of these groups and value their inputs as they support of our aim to recruit and engage a diverse and talented workforce.

We are also planning to increase our diversity monitoring with more in-depth reviews around gender, race and disability. Early signs suggest that our racial diversity and the percentage of staff declaring a disability is increasing, with people of colour making up 10% of all UK recruits in 2021, while this demographic comprises 6% of the working age population in the local area around the UK office. Similarly, 14% of our UK recruits in 2021 have notified us that they have a disability (up from 7% in 2019). Gender balance remains a challenge as 70% of all UK staff are female, though we are pleased to note our positive progress in relation to the UK gender pay gap (please see our answer to G2 for more details). We also see gender imbalances in our programme countries, where the gap between male and female staff exists but is narrower than the UK, usually with a higher number of male employees, as exemplified by the 57% male / 43% female split in our Senegal office. We plan to further enhance our equalities monitoring, with the introduction of a new recruitment system in 2022 that will allow us to run more in depth analyses on the effectiveness of our recruitment campaigns in attracting diverse candidates.

Sightsavers

H2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?

The learning and development of employees is managed across the organisation by senior managers and line managers dependent on organisational and departmental needs and objectives. Administrative support when required is provided by the HR Operations Team. Internal coaching and team building are available to all employees from two Senior HR Business Partners (SHRBP), both have extensive experience in performance and organisational development. One SHRBP is an accredited Insights Discovery Client Practitioner – carrying out individual profiling and coaching and team-building workshops. The other SHRBP undertakes Executive Coaching and Mentoring. The SHRBPs work closely with management to identify and support individual and team development on an ongoing basis, for example, they designed a management skills course aimed at anyone with people management responsibilities, called 'Leading the Way'. This has been adapted to accommodate cultural differences and local challenges in our varied global locations. In addition, the SHRBP's design and deliver bespoke training for the organisation, tailored to meet internal stakeholder requirements and employees' needs.

Sightsavers continues to use the 'Valuing Individual Performance' (VIP) system which was developed for the organisation by the SHRBPs following a staff survey, extensive consultation with the Directorate leads of the organisation and taking feedback from managers to design a more user-friendly process. Managers can plan learning and development activities for their team and for individuals. We do not monitor completion rates under this process, as reviews are conducted on a rolling basis. Each staff member can expect a formal development review at least every 12 months and which will be the responsibility of line managers, who also hold responsibility for training and development budgets.

Sightsavers undertakes a number of key initiatives (outlined below) that enable our staff to be more productive and take leadership in their roles:

Policies and procedures – are available via the Sightsavers intranet and form a part of the core induction process for all employees. These are updated in accordance with any change in legislation and all thoroughly reviewed on an annual basis.

Employee surveys – The employee survey provides an opportunity for staff members to provide feedback to the organisation in a broad range of areas. The 2020 response rate was high at 99%, with 96.9% of employees reporting that they are proud to work at Sightsavers. Our next employee survey will run in 2023.

Manager induction – SHRBPs continue to formally meet with all new managers to provide early support, recommending colleagues for the Leading the Way course whenever this may be beneficial.

Employee Support – Employees have access to an external 24 hour/365 days a year confidential Employee Assistance Programme (EAP) helpline which provides a wide variety of support & advice. Within Sightsavers, a Wellbeing Hub has been created and is accessible to all employees. On this hub, employees can find useful information and guidance to Sightsavers wellbeing resources. Our Mental Health First Aider Team has also expanded with representatives from around our global locations, who can be contacted for support and guidance.

Wellbeing Taskforce – Our Wellbeing Taskforce continues to meet regularly, updating and raising awareness of the resources available to colleagues on the Wellbeing Hub.

Sightsavers is committed to the learning and development of all employees across our directorates. In addition to a number of optional e-learning courses, we ensure all new starters undertake mandatory modules in areas such as safeguarding and whistleblowing.

H3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?

Sightsavers has a range of robust policies in place to ensure a safe working environment for all its staff. Chiefly our Global Discrimination, Bullying and Harassment Policy, and Whistleblowing Policy. Both of which can be found **here**. These outline the processes, definitions and responsibilities of staff and management to provide a safe working environment for all. Our Complaints Working Group oversees the implementation of the agreed

Sightsavers

recommendations that were made in the report on the review of Sightsavers' complaints management system. It also presents a space within the organisation for the recognition of challenges and for proposing strategies to address these. The members of the group are drawn from across the business, which helps to ensure that a wide range of territories and functions contributes to the strengthening and development of policy and procedure. So far the group has reviewed and updated the definition of complaints for policy practice and purposes. In 2021, the group introduced an anonymous online and phone-based complaints system called Speak Up for beneficiaries, partners, employees and other groups to use. This system allows the organisation to more cohesively and coherently administer complaints received across the business and to report more effectively on this performance. In addition, policies and processes are maintained and kept up to date to ensure continued effectiveness and compliance with our legal duties.

I. Resources are handled effectively for the public good

I1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?

Sightsavers' Global Fundraising and Donations Acceptance policy covers our global fundraising operations in India, the Middle East, the US and Europe. This policy provides guidance and clarity for staff, trustees and other volunteers to ensure compliance with both law and Charity Commission guidance, to protect Sightsavers' reputation. For internal procedure, the policy describes those who have the authority to take decisions regarding donation acceptance. The policy has been rolled out globally, to all fundraising and country offices, and forms part of the core induction for new employees, it was last updated in February 2019. Our policy covers all donations from third parties and applies in all conditions. Once a donor's contribution to Sightsavers exceeds the £10,000 threshold, either in a single donation or cumulatively over the preceding 12 month period, they become subject to a number of policy guidelines which protect our independence and ensure that we are not obtaining funds in a way which is contrary to our beliefs. With regards to transparency and accountability to our supporters and beneficiaries, we have a dedicated page on our website which outlines our 'fundraising promise' and provides detail on our membership to the Fundraising Regulator, Direct Marketing Association and the Institute of Fundraising, and provides contact details for directing queries relating to fundraising activities. This dedicated page is accompanied by our **Supporter Promise and Privacy Policy** in which we make a number of promises to protect the data of our supporters and outline how their data will be managed. This policy is publicly available on our website by clicking here. We also are members of the Fundraising Regulator, which has taken over from the Fundraising Standards Board. The Fundraising Regulator is the independent regulator of charitable fundraising in England and Wales, established in 2016 following the Etherington review of fundraising self-regulation (2015) to strengthen the system of charity regulation and restore public trust in fundraising. Information on major institutional gifts and gifts in-kind are fully disclosed in our annual report and accounts, published on our website **here**.

I2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact?

The overall structure through which Sightsavers continues to track strategic performance remains in line with that outlined within the last report. We feel that this structure remains robust and enables the organisation to deliver effectively against its strategic objectives. To recap, we use our SIM Card to track and monitor performance at a strategic level, breaking down our overall strategy into a small number of clear objectives that reflect different elements of strategic implementation – resources, learning and growth, capacities and beneficiary impact, and as mentioned at the start of this report, we have now developed the LAMP framework to take monitoring of our strategies one step further, and even closer to the project outcome level.

We continue to operate the dynamic management structure that ensures key strategic and operational issues are discussed quickly through our monthly Management Team meetings. These focus on capturing, discussing and resolving real time issues that are having an impact on our ability to deliver against those objectives – the meeting is results focused, bringing together key management stakeholders to find solutions that ensure organisational progress is maintained. We have seen some clear examples of this dynamic management over the last two years

Sightsavers

as the organisation navigated through the pandemic. We saw quickly at the start of the pandemic that, rather than having a negative impact on fundraising performance, costs of some fundraising channels were falling, and returns were increasing. Management was able to quickly allocate more funding towards voluntary fundraising activity in those territories where data was giving us that clear picture. As a result, we have had two very successful years, especially in the UK, Italy and Ireland. From a programme perspective, we were able to very quickly structure a programme of essential activity that we wished to fund following the sudden decision of the UK government to end funding for our large Ascend programme, a major contributor towards our strategic aim of neglected tropical disease elimination. Again, the Management Team was able to quickly review and assess needs and proposals, and was able to rapidly allocate over £5m towards these urgent activities in 2021 and 2022.

A significant development in the last two years has been a deliberate push to employ staff as close to programme delivery areas as possible, where relevant skillsets are present. We have always employed local staff in our country and regional offices, but we are now directing more appointments within our global support teams at the country and regional level. This has been a great driver for strengthened support to our country teams from technical, MEL, data and financial perspectives, and has meant that global support functions are far better placed to support countries in delivering high quality, strategic programmes.

From a fundraising perspective, we have worked to develop standardised reporting system across all funding streams in our key fundraising territories, so that we can make objective investment and allocation decisions to maximise returns – a key strategic objective. Within reason and governance structure restraints, we aim to use regularly updated information on fundraising performance to decide where we invest and in what channels to maximise returns. This has meant considerable work within our fundraising analytics teams to develop methodologies that enable the comparison of returns across different markets. The approach is clear – we try to ensure that we are investing where we know we will generate the most net income, looking at both the short and long terms. If channels or territories are not providing returns, we will stop or reduce investment quickly and shift to those that are.

From a programme perspective we have strengthened our dynamic resource allocation and monitoring process. All core programme development ideas continue to be reviewed and assessed by our Reflect, Oversight, Assess, and Review (ROAR) group, and we have now strengthened the process by establishing sub-groups for each of our thematic areas. These thematic groups, made up of expertise from across the organisation, work with our technical leads and country offices to discuss and formulate future programme activities, all firmly rooted within the relevant thematic strategies.

We continue to implement our key programme oversight reporting process (PRO) which brings key stakeholders together quarterly for in depth reviews of projects to assess progress, highlight challenges and identify action plans for moving forward and resolving issues. This builds upon the ongoing technical support, monitoring oversight, and financial management support that flows into projects from global teams and country offices.

I3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period.

Our Anti-Fraud and Corruption Policy, which was updated in 2021, outlines our definitions, investigation procedures and penalties for incidences of fraud (it has been included as an annex to this report).

In the period there has been an increase in the number of personal attacks on staff involving theft where money, personal items and laptops were stolen. All incidents whether internal or with partners are fully reviewed with the aim of preventing further abuse by strengthening controls and improving systems and procedures. Particular emphasis was placed on reenforcing IT security and raising staff awareness to the growing threat from all forms of cyber abuse. All substantiated fraud is reported to our donors and to the relevant regulators. We have further strengthened and invested in our Africa Finance Team, supporting all offices and operations across the continent. The team identifies good practice and looks to roll that out across all of our African operations. It also looks for opportunities to strengthen controls by identifying areas where we would benefit from more joined up approaches across all offices and by providing workable solutions to common problems – we have made good progress on a common system and process for payroll and in centralising and automating payments. The overarching aim of the

Sightsavers

team remains to streamline our country office finance systems and operations, reducing complexity at country office level, and enabling country finance staff to spend more time working with and developing partner level financial capacity – a key component in ensuring overall financial oversight and control. As part of keeping staff aware of good practice and updates to our anti-fraud policy, Sightsavers insists staff complete the mandatory e-learning modules and refreshes this knowledge periodically. This not only raises the awareness of the signs of fraud, and of the policy, but also of the obligations to report. The zero-tolerance position regarding fraud is supported by messaging to all staff by the CEO, reiterating this position and reminding staff generally of the Anti-Fraud and Corruption Policy and Whistleblowing Policy.

J. Governance processes maximise accountability

J1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?

Sightsavers has a governing Council of Trustees which consists of 15 trustees. The Council is committed to maintaining a high standard of corporate governance. Details of our trustees can be found **here** on our website. Sightsavers' governance structure is conceived and managed to allow us to be highly flexible and responsive to changing conditions, whilst conforming all operations to an over-arching vision and mission. Sightsavers various global boards have rich lines of communication, which are reinforced more formally every year with an all trustee 'Away Day'. The chairs of all Sightsavers' boards are invited to this event, which includes a chairs-only dinner. Senior managers from across the organisation present to the UK board and the global chairs. Many of our boards have shared trusteeships, for example Sightsavers UK and Sightsavers Ireland have a reciprocal agreement where a member of each board also sits on the other. Similarly, trusteeships are shared and mixed between the boards of our smaller entities, such as Italy, Norway, Zambia and Kenya. We aim to maintain a balanced gender ratio on the UK Council, which currently sits at 8:7. Other areas such as disability and geographic representation are based on fair representation rather than a prescriptive ratio. The Council of Trustees evaluates itself typically every other year. The evaluation does not cover the Council's economic, environmental, and social performance separately from that of the organisation as a whole. Sightsavers has an extensive and highly advanced programme and outcome measurement system; the determinants and review of which are the direct responsibility of the Council. Individual trustees are evaluated by the Chair and Vice Chair every two years. The Council appoints new trustees from time to time as trustees reach the end of their terms. The process for appointment may involve advertising, consultant search, and other forms of candidate recruitment, and includes interviews and consideration by the Governance Committee prior to Council appointment. Once a trustee is appointed, they are provided with access to an induction folder through an online platform. This provides them with all the appropriate resources including, Charity Commission of England and Wales Guidance for Trustees, meeting minutes, corporate documents, policies, risk registers and annual reports. Additionally, trustees are required to undergo mandatory training on safeguarding, provided through an e-learning platform, and in 2021 each trustee received the same disability awareness training course as is delivered to all staff, to support their continued understanding of relevant disability issues. Trustees are also invited to an induction by the senior managers at our UK office.

J2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?

The Global Board delegates responsibility to several standing committees for aspects of governance, assurance and control. The role of each is outlined below:

The Audit Committee is accountable to the trustees for providing assurance that the resources of the organisation are effectively managed and utilised, and that the controls and processes of the organisation are appropriate and effective. Any fraud, safeguarding issue or legal action is reported to this committee.

The Investment Committee makes recommendations to the Global Board on future investment strategy and the supporting policies required; current investment performance and allocations; treasury / forex / cash management; and has oversight of defined benefit pension scheme recovery plan (this scheme is closed both to new entrants and future accruals).

Sightsavers

The Remuneration Committee approves the salaries of the CEO and their direct reports, recommends remuneration strategies and policies to Global Board and monitors their implementation.

The Governance Committee advises the Global Board on matters relating to governance of the organisation, its subsidiaries and its affiliated country organisations, and nominations for trustees, committees and affiliated boards. Risk management and communication is overseen at both executive and trustee level.

Sightsavers has a central policy library and register, which is managed by the Governance Team. The ownership and day to day management of each policy is clearly defined and communicated through the register. Policies are reviewed as and when key changes require or against a set policy review schedule, whichever is sooner. The Global Board has ownership over a suite of key policies and undertake periodic reviews.

The Sightsavers Risk Register is reviewed at each meeting of the Audit Committee and in depth annually by the Global Board. Risk owners are responsible for consolidating and updating individual risks.

Sightsavers Global Board has a trustee nominated as lead on safeguarding, who meets with the Director of Legal Governance and Assurance and the Global Head of Safeguarding to discuss safeguarding complaints and issues, risks, operational systems and policy, reporting back to the Global Board. This meeting is formally structured, and its minutes are reviewed along with a safeguarding report by the Audit Committee at each of its meetings. The safeguarding trustee representative most recently provided advice and guidance on reporting issues to the UK Charity Commission, which the team are developing for implementation.

Finally, Sightsavers maintains a direct email channel, published for staff, that allows complaints to be reported directly into members of the Global Board.

J3. What processes and mechanisms does your organisation have in place to handle external complaints, including those relating to unacceptable conduct? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

In 2021, twelve safeguarding concerns were reported to us, none of which related to the misconduct of a Sightsavers staff member. One of these met the criteria for reporting to the Charity Commission. Four related to harm caused by someone in the community where we implement our programmes, here we provided signposting to appropriate support services. The other eight were investigated by Sightsavers and our partners, as they related to the conduct of partner representatives, project participants and suppliers. In each of these eight cases, support was provided to individuals and organisations, and action plans were implemented to reduce the risk of similar incidents occurring again.

In addition, we received on average thirty complaints per quarter during this reporting period relating to our fundraising work. Several of which were directed toward our television campaigns. We log these and respond to apologise and clarify any concerns and actions we will take in response. The complaint is assigned to a member of the customer service team and the appropriate action is logged. For example, in one case we mistakenly contacted a customer three times in quick succession, by different staff, to discuss their donation. This was considered unprofessional by the customer, a point which we agreed with. We wrote to them to apologise for this oversight and recommended that staff at the call centre receive extra training to prevent this from happening again.

J4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

The **Grievance Policy** sets out 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 a **Whistleblowing Policy** through which staff can raise concerns and has been externally legally reviewed and approved. These policies provide a detailed outline of the process Sightsavers employs in these circumstances.

Sightsavers

Our Senior HR Business Partners are skilled and experienced at helping parties resolve matters at an early stage where possible, thereby avoiding unnecessary escalation. This approach is very effective with formal grievance and complaints at a low level due to the HR Business Partner's strong emphasis on early, informal resolution of employee issues. The policy explicitly encourages this type of resolution method, recognising that most staff want to take this route to resolution and only escalate through formal channels as a last resort. Additionally, our 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.

In April 2021 we launched the 'Speak Up' system. This is a web and phone-based platform which allows anyone who wishes 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, whistleblowing 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 by following the link **here**. This complaints platform has been publicised internally and with partner organisations to raise awareness across our programmes and locations. We will continue to promote this system, and seek feedback on it, over the next reporting period.

J5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?

All reports, and the information therein, are handled with strictest confidentiality to protect the identity of the individuals concerned, including the complainant and the subject of concern. Risk assessments are undertaken at the complaint handling phase to ensure confidentiality is, and can be, maintained throughout the investigation or complaints review cycles.

K. Leadership is dedicated to fulfilling these 12 Commitments

K1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?

The group working on the SIM Card review identified the need to revise the Global Board'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 Global Board's 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 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

Sightsavers

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.

K2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?

Our Accountable Now report is developed utilising contributions from various teams within the organisation, across all directorates. This not only provides a wide range of experience and expertise to the report, but also ensures that accountability is discussed and taken into consideration across teams. The report is also circulated internally within the organisation, along with the feedback from the Independent Review Panel. This means that all staff can read and discuss the report contents and see how Sightsavers is delivering against the areas of commitment outlined. In this way we are accountable to ourselves, as an organisation. We encourage staff to share the report and its feedback widely with partners and donors.

The internal Transparency Working Group meets quarterly, to outline and ensure current efforts to engage with transparency and accountability initiatives. The group ensures that these efforts are linked across functions, in order for transparency and accountability activities to be consistent across the organisation. The Transparency Working Group developed an internal learning tool regarding accountability and transparency which is a training module on our internal learning platform Gomo. The module explains the principles of transparency & accountability and goes into detail about both Accountable Now and IATI. The module outlines why accountability and transparency are important to our organisation and how we demonstrate them.

The Transparency Working Group will run a lunchtime talk for the organisation to further increase organisational awareness of our accountability and transparency work and encourage engagement. The group also continues to look for other transparency and accountability initiatives that it would be appropriate for Sightsavers to engage with in addition to IATI and Accountable Now.

We make the Accountable Now report publicly available through the 'how we're run' section on our website **here**.

K3. What is your accountability report's scope of coverage? (i.e. are you reporting for the whole organisation or just the international secretariat?) What authority or influence do you have over national entities and how, specifically, are you using it to ensure compliance with the accountability commitments and to drive the overall accountability agenda?

This accountability report covers the entire organisation including its subsidiaries. At the time of submitting this report Sightsavers had seven subsidiary undertakings, established to facilitate alternative fundraising activities in the UK or to expand our fundraising operations and establish a permanent presence overseas. Each of these entities has a formal legal structure under the relevant country laws including a board of directors or trustees, and all are compliant with our accountability commitments. Sightsavers has included the activities of these subsidiaries within the boundary for reporting purposes. These entities operate integrally with the core organisation and are linked with legal contracts.

This report, along with panel feedback, is circulated to all employees, as well as being published on our website and uploaded to our staff intranet. The report and feedback are shared with employees globally and areas for further work discussed at management group meetings. In addition to these internal stakeholders, Sightsavers has been working with numerous downstream partners to enhance their awareness of accountability.

This report has been developed in alignment with the Accountable Now Reporting and Assessment Framework 2019. It consists of contributions from various functions within the organisation including, HR, Global Fundraising, Finance and Performance, Research and Evidence, Programme Systems, Policy and Advocacy and the NTD teams. This ensures accountability is embedded across the organisation to deliver against the areas of commitment highlighted in the report.

Sightsavers

Self-Assessment Scores

Reporting Question	Self-Assessment Score (1 – 4)
A.1. What are: a) your mission statement and b) your theory of change	4
A.2. What are your key indicators for success and how do you involve your stakeholders in developing them?	4
A.3. What progress has been achieved & difficulties encountered against these indicators over the reporting period?	3
A.4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?	4
B.1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?	3
B.2. What lessons have been learned in this period? How have these lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?	3
C.1. How does your organisation demonstrate excellence on your strategic priorities?	4
C.2. What evidence is there that your expertise is recognised and welcomed by your peers, partners and other stakeholders?	4
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?	4
C.4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?	4
C.5. How do you demonstrate responsible stewardship for the environment?	4
D.1. Please list your key stakeholders. What process do you use to identify them?	4

Sightsavers

D.2. How do you ensure you reach out to those who are impacted or concerned by your work?	**3**
D.3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?	**4**
E.1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?	**3**
E.2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?	**4**
E.3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?	**3**
E.4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention?	**4**
F.1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?	**3**
F.2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?	**3**
G.1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by your key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.	**4**
G.2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.	**4**
G.3. How do you ensure privacy rights and protect personal data?	**4**
G.4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.	**4**

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H.1. Provide evidence that recruitment and employment is fair and transparent.	4
H.2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?	4
H.3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?	4
I.1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?	4
I.2. How is progress continually monitored against strategic objectives and resources re-allocated to optimise impact?	4
I.3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve?	4
J.1. What is your governance structure your policies/practices regarding replacing and recruiting new trustees/board members?	4
J.2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?	4
J.3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	3
J.4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	3
J.5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?	4
K.1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?	3
K.2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?	4
K.3. What is your accountability report's scope of coverage? Are you reporting for the whole organisation or just the international secretariat?	4

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Annexes

1. Programme Strategy

2. SIM Card Strategy Map

3. Evaluations Update Newsletter

4. Sightsavers Supplier and Partner Code of Conduct

5. Sightsavers Due Diligence & Minimum Partnership Criteria (MPC) Guidance

6. Global Environmental Policy

7. Global Reward Policy

8. Privacy Impact Screening Assessment

9. Global Fundraising and Donations Acceptance Policy

10. Anti-Fraud and Corruption Policy

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

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