

STRATEGIC FRAMEWORK 2009-2013: MAKING THE CONNECTIONS



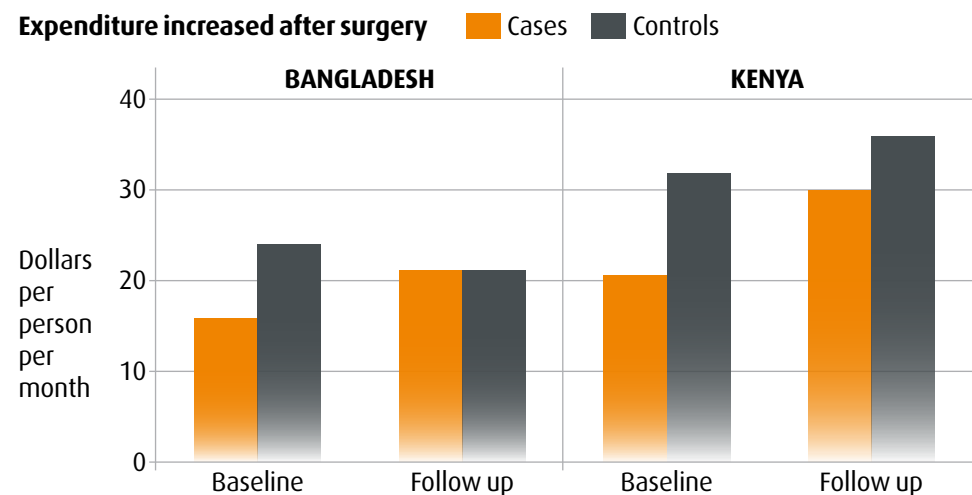
Boats connect isolated communities to eye health services in the Sundarbans, West Bengal

sightsavers
INTERNATIONAL

Connecting with the world: the context of our new strategy

Poverty: evidence that sight restoration alleviates poverty

▶▶ The London School of Hygiene and Tropical Medicine has recently completed research in Bangladesh, Kenya and the Philippines. This shows that blindness causes poverty, and that restoring sight improves the economic status of individuals and families. They found people who had cataracts, and compared them with people in similar situations who did not. Expenditure in households where an adult had a cataract was lower than in non-cataract cases. They performed operations, then returned a year later to check the same people, and found that the difference between expenditure in the different types of households was dramatically reduced.



Source: Hannah Kuper, LSHTM, 2008 (preliminary data).

UN Convention: a tool in the fight for rights for blind people

▶▶ When world leaders established the Millennium Development Goals (MDGs) they left out one in five of the world's poorest people. Disabled people consistently face discrimination, with 82% living below the poverty line.

The UN Convention on the Rights of Persons with Disabilities (UNCRPD) is the first human rights instrument specific to disabled people. It promises full participation in economic, social, cultural and political life. Sightsavers and our partners will work hard to ensure that governments deliver the commitment they have made to include disabled people. Governments must also deliver quality education for disabled children, one of the biggest groups missing out on school. We will push other development organisations to ensure their programmes include disabled people alongside everyone else.



A message from Caroline Harper, Chief Executive

▶▶ Sightsavers has been evolving throughout its fifty year history. This strategy is the next phase of our evolution. It launches with the timetable to meet the MDGs past the half-way mark and with huge efforts still needed for success. We have always worked with partners to achieve our goals, but in addition we must form new alliances, and ensure our work

dovetails with and influences that of others, if we are to make the biggest impact. Our new strategy is ambitious – we intend to make a long term and profound difference in the world. Our work is crucial in supporting the global fight against poverty. At the core of everything we do are the people at risk of losing their sight, and those whose sight is impaired or lost.

WHO: key messages influencing our strategy

▶▶ 'The six building blocks of health systems are delivery of services, health workers, information, medical products and technologies, financing and leadership and governance.

The challenges... require a more integrated response that recognises the interdependence of each part of the health system.'

From *Strengthening Health Systems to Improve Health Outcomes* WHO, 2007.

'The excessive specialisation of health care providers and the narrow focus of many disease control programmes discourage a holistic approach... and development aid often adds to the fragmentation.'

'Health care systems need to respond better and faster to the challenges of the changing world. Primary Health Care can do that.'

From *Primary Health Care: Now More Than Ever* WHO, 2008.

Healthworkers: scaling up, saving lives

▶▶ Over a billion people in developing countries have little access to health workers and services. This shortage is a critical constraint to meeting the MDGs. The Global Health Workforce Alliance task force has set out a plan to tackle the issue. Co-chaired by Nigel Crisp (Sightsavers' own Chair), they produced a report, "Scaling up, saving lives" with proposals for action to ensure that everyone has access to a trained and

motivated health worker as part of a functioning health system.

Sightsavers supports the training of mid-level health professionals, expanding work at a primary level. Our relationships with governments and experience of human resource development provide us with an ideal base to demonstrate pioneering approaches which help implement the report's proposals.

Did you know?

Did you know that touchscreen technology, like the phone shown on this page, is not currently accessible to blind people?

Highlights of 2004 – 2008 and establishing a way forward

We are particularly proud of:

▶▶ **The Bangladesh Children's Cataract Campaign (BCCC)** – the first attempt by an INGO to deal with a blindness issue across a whole nation.

▶▶ **The Sheikh Zayed Regional Eyecare Centre (SZRECC) in the Gambia** – linking health with conflict resolution and delivery of human resource development needs across a region.

▶▶ **Kenya advocacy success** – leading to a four-fold increase in the money allocated per disabled child per year.

▶▶ **The river blindness programme** – now reaching over 20 million people in Africa using drugs donated by Merck & Co.

▶▶ **Seeing is Believing (SiB)** – an innovative partnership with Standard Chartered Bank (SCB), pioneered along with Sightsavers, which has raised \$17 million for eye care so far.

▶▶ **Connectivity** – linking all our offices together through information and communications technology in a cost effective way.

▶▶ **The Bangladesh Children's Cataract Campaign (BCCC)**

Research showed that over 12,000 children in Bangladesh were blind from cataracts. Sightsavers undertook to restore the sight of these children. By the end of 2007 over 6,000 children had received surgery. Eight-year-old Arif was born blind, and can now see.



▶▶ **The Sheikh Zayed Regional Eyecare Centre (SZRECC) in the Gambia**

SZRECC will train thousands of eye-care workers, ophthalmic nurses and cataract surgeons from at least eight countries across Africa. Maria Sabado recently passed her Advanced Diploma in Ophthalmic Nursing and Cataract Surgery at the centre, one of three cataract surgeons from Guinea Bissau to train there.

We have learned that:

- We need to integrate more with existing health systems
- Advocacy, supported by evidence, can have the biggest long term impact
- We need to work more closely with community development programmes and the wider disability movement
- We must link our own organisation together more tightly to be more effective

Establishing a way forward

Our new strategic framework

- Places beneficiaries at the heart of our work
- Takes account of external trends
- Recognises the importance of partners and supporters
- Was created by the whole organisation
- Includes a clear implementation plan.

We undertook an extensive consultation (internal and external), and from this we derived our strategic direction. Our vision, mission and values are the core elements. We also identified four themes which clarify the changes we want to see in the world. These themes cover health, education, social inclusion and community participation and development. We call these our 'change themes'.

▶▶ **Kenya advocacy success**

In 2007, following intensive advocacy, the Kenyan Ministry of Education dramatically increased the allocation per visually impaired child. Sharon Kashemwa, spent eight years at Kilimani primary school, supported by Sightsavers, and is now attending a mainstream secondary school.



▶▶ **The river blindness programme**

Merck & Co have donated Mectizan® since 1987, and have promised to do so for as long as necessary. It is distributed by volunteers, directed by the community, a system being adapted to treat a range of neglected tropical diseases. Umaru Lawai takes time out from his work as a teacher in Nigeria to distribute Mectizan® among his neighbours.



▶▶ **Seeing is Believing (SiB)**

SiB is a global programme, led by SCB. It includes a range of eye care agencies via the International Agency for the Prevention of Blindness (IAPB). One programme with Sightsavers is to train 20,000 lady health workers in Pakistan. Sarwar Kausar has been working in her village, Killa Virkan, for two years, and visits up to ten houses a day.

Vision, Mission and Values

Vision

Sightsavers' vision is of a world where no one is blind from avoidable causes and where visually impaired people participate equally in society.

Jamshyd Masud/Sightsavers



◀◀ Mwanua Mtwamo, who is blind, receives support from the Zanzibar Association of the Blind, a programme funded by Irish Aid.

Blindness is an important cause and effect of poverty. We work with poor and marginalised communities in developing countries.

Values

Suzanne Porter/Sightsavers



◀◀ Adolf from Tanzania who has low vision now attends his local school.

People with visual impairment should be able to develop their potential to the full. We work with disabled people and others to promote equal rights and opportunities.

Jamshyd Masud/Sightsavers



◀◀ In Pakistan whole communities are involved in finding ways to eliminate trachoma.

With the right resources, people can find their own solutions. We strengthen organisations and communities to develop practical and enduring solutions.

Mission

We are an international organisation working with partners in developing countries to eliminate avoidable blindness and promote equality of opportunity for disabled people.

Sightsavers



◀◀ We are members of VISION 2020 – the global joint initiative for the elimination of avoidable blindness between WHO and IAPB.

We achieve much more when we collaborate. We forge alliances and partnerships to ensure a positive and long term impact on people's lives.

Stuart Freedman/Sightsavers



◀◀ Sumarti Devi after successful cataract surgery, India.

People should not go blind unnecessarily. We prevent, treat and cure avoidable blindness and promote eye health.

Zul Mukhlida/Sightsavers



◀◀ A national survey provided important new data about blindness in Nigeria.

Learning and innovation are essential in order to improve the quality of what we do. We underpin our work with the best available evidence and research.

Sightsavers



◀◀ Running to save sight – our supporters are vital to achieving our strategy.

Our supporters are a key part of the solution. We work together to accomplish our goals.

External Drivers – what led us to decide on our aims

Worldwide there are 314 million blind and visually impaired people, of whom 75% need not be. (WHO, 2007 statistics)

Avoidable blindness is best eliminated by aligning health systems with government policy. All health programmes should support and strengthen national health systems.

Primary healthcare is the best means of reaching the greatest number of people. Eye health has not always been embedded in primary health care.

There is a shortage of at least 1.5 million health workers in Africa.

Aims – what we want to achieve

Ultimate Aim – what we want to achieve in the long term

Governments will ensure that good quality eyecare is universally available to all people as an integral part of wider health systems.

Aim – what we want to achieve over this strategic framework period

Sightsavers will demonstrate approaches to eye health which are scalable, adaptable and cost effective and which strengthen and support the overall health system.

Indicators – how will we measure our progress

Lead

% of Sightsavers supported eye health programmes that are embedded in national and local government health plans

Lag

% of countries showing significant increase in public spending on eye health

Definitions

Lead indicator:

Key measure of whether we are doing what is needed to achieve the objective

Lag indicator:

Key measure of whether we are achieving the objective

CASE STUDY ZAMBIA

A perfect synergy

In Mufulira, north Zambia, Ronald Ross Eye Care serves around 300,000 people, and patients are referred from 15 local health centres. Partnership is at the heart of the project. The unit works with the district health office to deliver care. Nurses are trained to diagnose and treat basic eye problems, and teachers to check eyes in school. Traditional healers and a drama group also help raise awareness of the hospital and its services.

Pyana Wasenda, 19, found out that his cataract could be treated when a volunteer worker held an eye screening in his village near the border.



Kerstin Hacker/Sightsavers

“Partnership is at the heart of the project”

External Drivers – what led us to decide on our aims

72 million children, a third of whom are disabled, are not in primary education (UNESCO EFA Global Monitoring Report, 2005).

Access for disabled children is not a policy priority in many countries. Lobbying for visually impaired children is most effective as part of advocacy for the inclusion of all disabled children, but with recognition that the diversity of learning needs must be addressed.

A quality education is one of the keys to empowerment, raising self esteem, and lifting people out of poverty (MDG 2, and DFID Education Policy).

Teachers have a responsibility to educate all the children in their class, but do not always have the skills and knowledge to cater for those with special needs.

Aims – what we want to achieve

Ultimate Aim – what we want to achieve in the long term

Government will ensure that all disabled children have the opportunity to receive a quality education within a wider education system.

Aim – what we want to achieve over this strategic framework period

Sightsavers will demonstrate approaches to delivering high quality education for visually impaired children in their local context, which are scalable, adaptable and cost effective.

Indicators – how will we measure our progress

Lead

Number of countries in which Sightsavers-supported inclusive approaches to education are suitable for replication or adoption by the government or other service providers, as defined by our education policy.

Lag

Number of countries where government is implementing education plans in line with global best practice, which include disabled children and promote the quality of Special Educational Needs teaching.

CASE STUDY THE GAMBIA

Education for all

The Integrated Education Project around Banjul reaches some 750,000 people. Children who are blind or have low vision are able to attend their local school, receiving support such as low vision devices, Braille equipment and the help of an itinerant teacher. Itinerant teacher training is now part of the syllabus at Gambia College.

Alieu Jallow is Bakoteh Lower Basic School's first blind student. Before he arrived head teacher Ajaratou Chow didn't believe inclusive education could work. But Alieu has proved her wrong – he consistently gets the highest marks on his maths tests.



Jenny Matthews/Sightsavers

“Alieu consistently gets the highest marks on his maths tests”

External Drivers – what led us to decide on our aims

Many governments do not have effective policies to address disability issues. This needs to be addressed to improve the quality of life of disabled people, especially women and children.

Disabled people suffer from social exclusion, are amongst the poorest and most marginalised in society, and are often not given the chance to maximise their potential. BPOs and DPOs are not always strong enough to advocate effectively.

Disability does not feature prominently in the general development agenda. The best way to influence development players is through collaboration.

BPO = Blind Persons Organisation
DPO = Disabled Persons Organisation

Aims – what we want to achieve

Ultimate Aim – what we want to achieve in the long term

Visually impaired people will be equal members of society. Governments will implement their obligations under international conventions for disabled people.

Aim – what we want to achieve over this strategic framework period

Sightsavers will enable blind and disabled people's organisations to become effective advocates for their members' rights.

Indicators – how will we measure our progress

Lead

% of BPO and DPO partners that are actively advocating for the ratification or implementation of the UN Convention for the Rights of Persons with Disabilities.

Lag

% of countries where a BPO/DPO partner is named as one of the independent mechanisms to report, promote and enforce the UN Convention for the Rights of Persons with Disabilities.

CASE STUDY SIERRA LEONE

A new start

Following the civil war, Sierra Leone gave a low priority to disabled people, some of the worst affected by the conflict. The Sierra Leone Association of the Blind (SLAB), Sightsavers and the government set out to tackle this and to empower visually impaired people to become active members of society. One of SLAB's achievements has been ensuring the adoption of tactile ballot papers in the last election.

After losing her sight from measles, Mariama Kanu turned to begging. She was persuaded by her brother to seek help at the Freetown eye hospital who referred her to SLAB. "They said they would teach me some new skills" Mariama says "I went home to think about it but decided I should come back and learn to do something." After training, she is about to start work for the organisation teaching Braille.



Phil Wilkinson/Scotland on Sunday/Sightsavers

“I decided I should come back and learn to do something”

External Drivers – what led us to decide on our aims

Communities are not always aware of their own health needs (Human Resources for Health: Community Perspectives on the Health Service, 2007). Visually impaired people are not always included in community development programmes. Reversing this situation and encouraging community involvement will help change behaviours and lead to empowerment.

Significant work is being undertaken internationally to establish community approaches to rehabilitation, with an emphasis on political rights, education, livelihoods and social interaction.

Eye health programmes have a demonstrable impact on poverty alleviation and the quality of life of individuals and their communities.

Aims – what we want to achieve

Ultimate Aim – what we want to achieve in the long term

People will actively seek eye health services, and those who are visually impaired will enjoy long term positive change in the quality of their lives through engagement with, and participation in, community development programmes.

Aim – what we want to achieve over this strategic framework period

Sightsavers' eye health and social inclusion programmes must be deeply rooted in community development.

Indicators – how will we measure our progress

Lead

% of CEC/CES/CBR programmes assessed using the pilot sustainability tool.

Lag

% of CEC/CES/CBR programmes maintaining or improving progress in community participation and integration (as determined by their scores on the sustainability tool).

CEC – Comprehensive Eye Care

CES – Comprehensive Eye Services (includes CBR and education)

CBR – Community Based Rehabilitation

CASE STUDY INDIA

Skills for life

In Orissa, India, health and education have been a low priority. Women-led and run organisation Jana Jagarana provides programmes in literacy, health care and advocacy. They work with Sightsavers to identify and refer people needing eye care for treatment, and to provide vocational training to blind people.

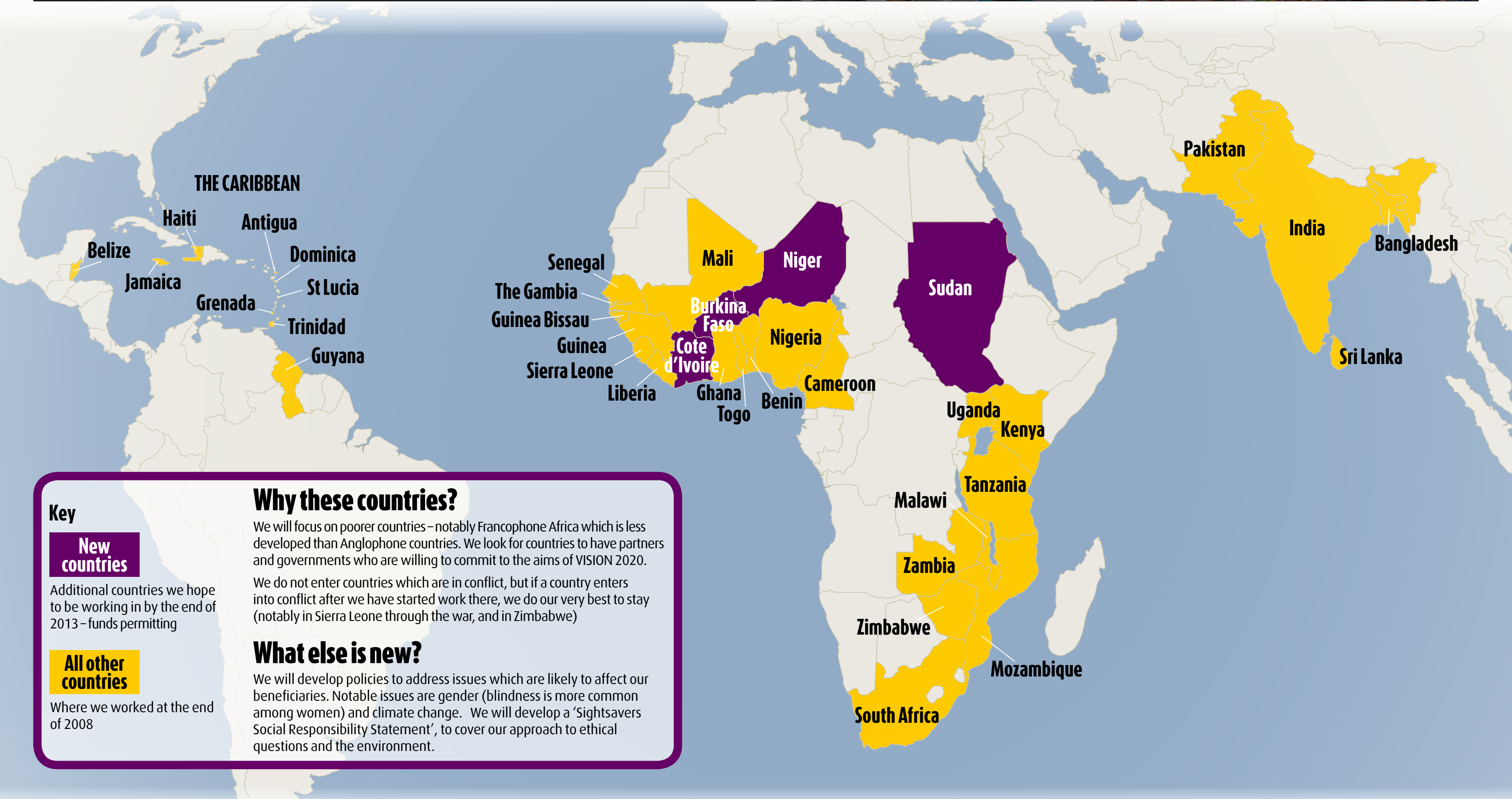
Ravi Naik 20, went blind two years ago. Having been excluded from school because of his low vision, Ravi had had little hope of a good job, and his self-confidence suffered terribly. Community worker Sukumari Mallik trained Ravi in daily living skills. "With the support of Jana Jagarana I will start my own cycle repair shop," he says.



Peter Caton/Sightsavers

“I will start my own cycle repair shop”

Where we work - now and in the future



Key

New countries

Additional countries we hope to be working in by the end of 2013 – funds permitting

All other countries

Where we worked at the end of 2008

Why these countries?

We will focus on poorer countries – notably Francophone Africa which is less developed than Anglophone countries. We look for countries to have partners and governments who are willing to commit to the aims of VISION 2020.

We do not enter countries which are in conflict, but if a country enters into conflict after we have started work there, we do our very best to stay (notably in Sierra Leone through the war, and in Zimbabwe)

What else is new?

We will develop policies to address issues which are likely to affect our beneficiaries. Notable issues are gender (blindness is more common among women) and climate change. We will develop a 'Sightsavers Social Responsibility Statement', to cover our approach to ethical questions and the environment.



The Sightsavers SIM Card (Strategy, Implementation and Monitoring Card)

The Strategy Map

Our vision: No one is blind from avoidable causes; visually impaired people participate equally in society.

Our mission: To eliminate avoidable blindness and promote equality of opportunity for disabled people.

Ultimate aims

Governments ensure quality eye care is universally available as an integral part of wider health systems.

Governments ensure all disabled children receive a quality education within the wider education system.

Visually impaired people are equal members of society and governments implement obligations under international conventions for disabled people.

People actively seek eye health services and enjoy a change in quality of life through community development programmes.

Beneficiaries (What must we achieve for our beneficiaries?)

1
Demonstrate scalable cost effective approaches to eye health which strengthen health systems.

2
Demonstrate scalable cost effective approaches to the education of visually impaired children in their local context.

3
Enable BPOs and DPOs to advocate effectively for their members' rights.

4
Ensure all eye health and social inclusion programmes are rooted in community development.

Capacities (What do we need to excel at to deliver for our beneficiaries?)

5
Develop effective partnerships.

6
Ensure high quality programmes.

7
Develop effective and joined-up advocacy.

8
Establish strong strategic networks and alliances.

Learning and growth (Where do we need to invest in order to excel?)

9
Develop country/area level teams.

10
Ensure adequate specialist/technical expertise.

11
Gather and disseminate sound research and evidence.

12
Establish effective information sharing systems.

Resources (How do we ensure we are resourced adequately?)

13
Fund our work through growth and diversification of income.

14
Use resources strategically and efficiently.

We used a tool called the Balanced Scorecard to implement our strategy. We renamed it the **SIM Card** (Strategy Implementation and Monitoring Card). This guides our work and measures progress, like a SIM card drives a mobile phone. It comes in two parts, a **strategy map** and a **scorecard**.

The **strategy map** breaks down the strategy into key objectives we need to focus on over the next five years

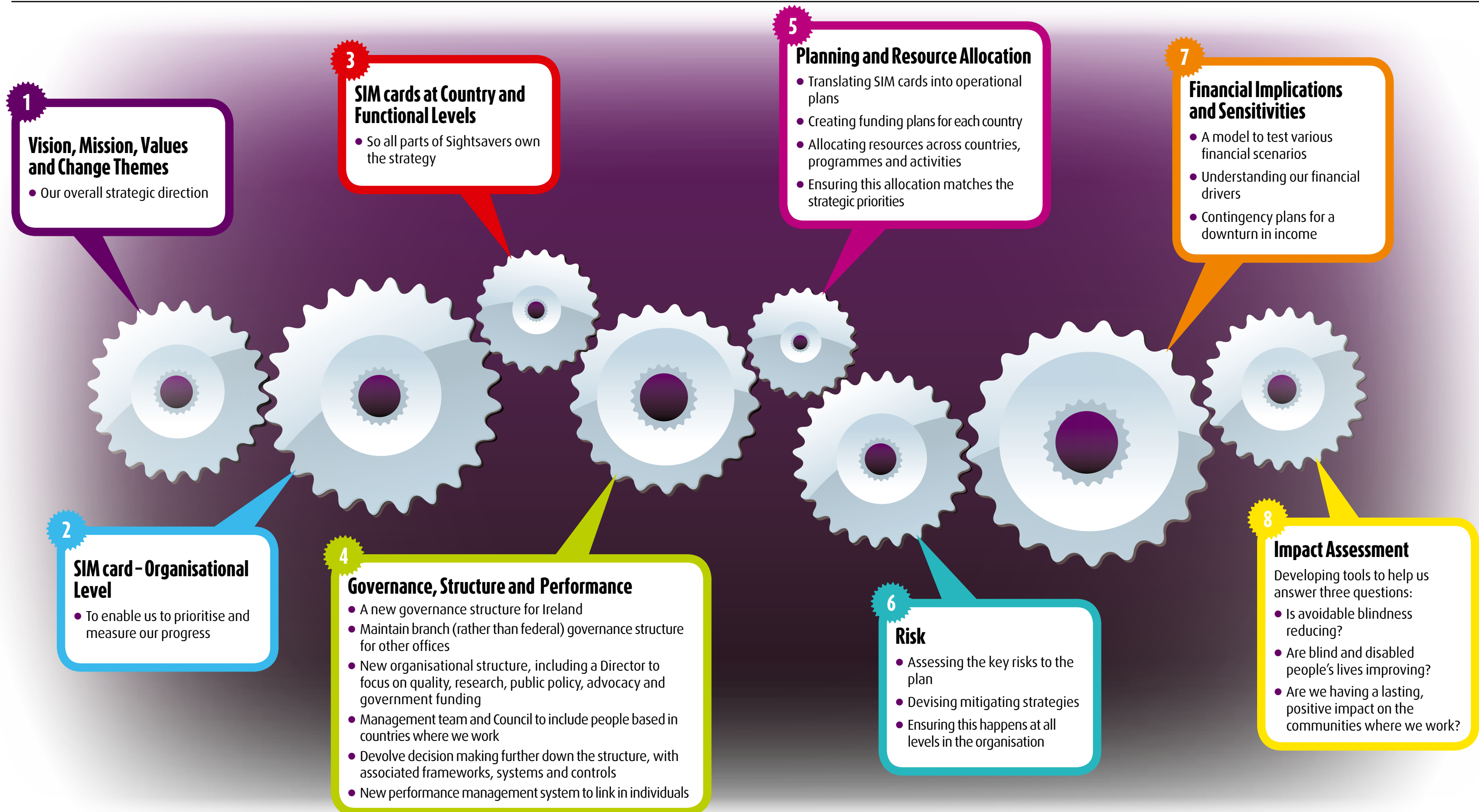
The **scoresheet** identifies indicators, with targets, for each of the objectives to monitor progress.

Our vision, mission, and ultimate aims sit at the top of the strategy map. Moving downwards through the map:

- We will achieve our strategy by delivering objectives for our beneficiaries, as identified in the change themes
- We will deliver those objectives by developing key capacities
- We will develop those capacities by making certain investments
- We will make those investments by ensuring that we have adequate resources.

Every team developed a SIM Card for their country or area of work, ensuring that these were aligned with the organisational one.

Fitting together our strategy and operational plans



Making the connections: voices of support



"Sightsavers International is the longest standing partner in Standard Chartered Bank's global programme to tackle avoidable blindness, Seeing is Believing. As part of the Bank's latest commitment to funding eye care services for 20 million people over the next five years, we are very pleased to be continuing our partnership in order to help tackle avoidable blindness in countries across the globe."

Richard Meddings, Group Finance Director, Standard Chartered Bank



"I am pleased to partner with Sightsavers in researching how best to tackle avoidable blindness, and to provide ongoing training for eye health specialists in developing countries."

Professor Allen Foster, Director of the International Centre for Eye Health



"I eagerly anticipate a strengthening of this partnership between our organisations to the benefit of many more visually impaired people in Africa and Asia."

Jill Wagner, CEO of Action for Disability and Development



"It is reassuring that one of our most reliable partners, Sightsavers aims as part of its strategic objectives to demonstrate scalable cost-effective approaches to the education of visually impaired children in their local context."

Matarr Baldeh, National Coordinator, EFA Campaign Network/the Gambia



"Having seen the wonderful work Sightsavers does in Bangladesh, Pakistan and Malawi, I am forever committed to helping in any way I can. The teams work in very difficult and poor areas and the results are nothing short of miraculous."

Carol McGregor, Sightsavers supporter, Scotland



"Working for Sightsavers has afforded me the opportunity to be involved in programmes that touch people's lives. These new change themes are focused and motivating."

Sunday Isiyaku, Programme Manager, Sightsavers Nigeria



"Sightsavers has been a significant partner to the WBU over many years, particularly in building the capacity of our members in developing countries. We look forward to the continuing partnership which will have mutual benefits to both organisations."

Maryanne Diamond, President, World Blind Union



"We are pleased to work in official relations with Sightsavers, and to be partners with them (as members of IAPB) in the critically important VISION 2020 Global initiative."

Ivo Kocur, Team Leader, Prevention of Blindness and Deafness, WHO



"It is really great to see Sightsavers taking such a developmental approach to their work in this new strategy. I hope we can work together into the future to raise the profile of people living with disabilities in developing countries and ensure that governments deliver on their promises."

Kumi Naidoo, Honorary President, CIVICUS: World Alliance for Citizen Participation and Co-Chair, Global Call to Action Against Poverty



"WaterAid is very pleased to be working with Sightsavers, and hopes to do more joint programmes into the future. Access to clean water and sanitation are very important in the prevention of blindness, especially trachoma."

Barbara Frost, CEO, WaterAid



"Sightsavers has once again demonstrated their proactiveness and determination to eliminate avoidable blindness through community influenced strategies with a focus on the marginalised."

Mr RD Thulasiraj, Executive Director of Lions Aravind Institute of Community Ophthalmology, India



"I have collaborated with Sightsavers for upwards of ten years, and am very glad to be associated with the organisation. You can depend on Sightsavers when faced with challenges, they will assist you to get the job done."

Dr Jonathan Jiya, Director in the Federal Ministry of Health, Nigeria



"Over the years Sightsavers has proved to be an invaluable partner to East Africa College of Ophthalmologists, standing by us when the going got tough."

Dr Dunera Illako, Head of the Department of Ophthalmology, University of Nairobi and President of the Eastern Africa College of Ophthalmologists



"The flagship of the strategic framework is the emphasis on inclusiveness of people with visual impairment, and also addressing specific needs of gender, a new area of focus."

Gertrude Oforiwa Fefoame, Africa Social Inclusion Advisor, Sightsavers



"This is truly an innovative strategy, particularly the emphasis on community development. It demonstrates the vision and determination of a progressive single sector organization to align and interface its health, education and social inclusion programmes with mainstream development."

Mohammed Ajmal Malik, Chairman, Civil Society Human and Institutional Development Programme, Pakistan



"The ongoing partnership between BRAC and Sightsavers International to restore sight is a reflection of their commitment to enhancing the quality of life of visually impaired people and enabling them to maintain their dignity and independence."

Mr Fazle Hasan Abed, Founder and Chairperson, BRAC, Bangladesh



"Amnesty International took much inspiration from the advice, assurance and experience provided to us by Sightsavers, as we embarked on our strategic planning process. It has been a privilege to have access to their exceptional and innovative approaches. We look forward to continued collaboration, and in particular on our shared commitment to upholding the human rights of people who have a disability."

Kate Gilmore, Chief Operating Officer, Amnesty International



"Our clear strategy puts the "big picture" on the canvas that is Sightsavers, every team and individual must now add corresponding detail; to enhance it, to complete it, and thus to bring about the outcomes we desire."

Greg Collins, Head of Global Infrastructure, Sightsavers



"I am very pleased that its development has been such an inclusive process, and to have been actively engaged in creating it through my role in the strategy planning, and working and steering groups."

Elizabeth Kurian, Director of Regional Programmes, Sightsavers India



"The strategic review has practical information that clearly portrays Sightsavers mission and vision. The strategy is a roadmap which is easy to

own and identify with as it has been developed through consultation and input by all."

Anthony Karanja, driver and administrative assistant, Sightsavers Kenya



"Gravis programme has been able to make significant inroads into the region reaching over half a million people due to the support of a mutual and productive partnership with Sightsavers and active involvement in the Thar Desert."

Prakesh Tyagi, Director, Gravis, India



"Bringing the whole organisation together to focus on our mission it was clear how motivated everyone is to do the best job possible for our beneficiaries. There are challenges but the involvement of everyone means these are shared by all and there was a great feeling of team work."

Alex Wilson, Head of New Markets Development, Sightsavers

Irish Aid "Irish Aid is very pleased to be working with Sightsavers on the Block Grant programme focusing on a number of fragile states. The work being done with partners contributes to the strengthening of health systems and the alleviation of poverty, as well as restoring sight to people who are blind."

Caroline Whelan, Civil Society Section, Irish Aid

314 million people are blind or visually impaired, and 75% of this is avoidable or preventable

153 million people are severely visually impaired for want of a pair of glasses

Two thirds of blind people are women

In Africa, less than 10% of disabled children are in school

There is a shortage of 1.5 million healthworkers in Sub-Saharan Africa

1 in 5 of the world's poorest people have a disability

Sightsavers works with partners across the world to prevent and cure blindness, and promote equality of opportunity for disabled people

This Strategic Framework is also available in Braille, large print, HTML or DAISY (audio). Please contact us at the address below.



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