

# Annual report Ireland 2018



Sightsavers

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## On the cover

Louisa, aged 60, outside her home in Nampula, Mozambique, after her successful cataract operation. Louisa lives alone and has grown-up children who live far away. When we first met her, she told us she wanted to have her sight restored so she could return to work on her farm and retain her independence.

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# 04 /

## The context

- An estimated 36 million people worldwide are blind. The leading cause of this is cataracts.
- An estimated 217 million people have moderate to severe visual impairment. The biggest cause of this is uncorrected refractive error.
- An estimated 1.1 billion people struggle with near vision and need reading glasses.
- More than 75% of all blindness and visual impairment can be prevented or cured.
- More than a billion people, about 15% of the world's population, have some form of disability. Between 110 million and 190 million (2.2% to 3.8%) of people aged 15 and over have significant difficulties in functioning.
- Rates of disability are increasing because of the ageing population and a rise in chronic health conditions, among other causes. Without action, the number of people who are blind could rise to 115 million by 2050.

This data was published in 2017 to update the figures around visual impairment. The figures were included in the International Agency for the Prevention of Blindness (IAPB) Vision Atlas, which Sightsavers helped to fund. This in turn was based on data published in the Lancet. New data is likely to become available from the World Health Organization in the next 12 months.

**1 billion**  
people have some form of disability, which is...



of the world's population





**80%**  
of people with disabilities live in low and middle income countries

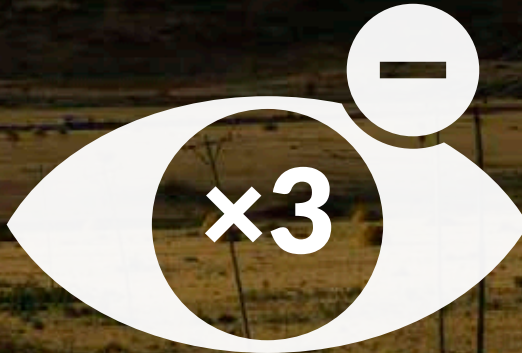
**36**   
**million** are blind

**89%**  
of people who are  
visually impaired live  
in low and middle  
income countries

**217**   
**million** people  
have moderate  
to severe visual  
impairment

**75%**   
of sight loss  
can be prevented  
or cured

More than   
**1 billion**  
people have near-  
vision impairments  
that can be corrected  
with reading glasses

  
**x3**

Without action, the  
number of people who  
are blind could rise to  
**115 million** by 2050

**Sources:**  
Bourne RRA, Flaxman SR, Braithwaite T, Cicinelli MV, Das A, Jonas JB, et al.; Vision Loss Expert Group. Magnitude, temporal trends, and projections of the global prevalence of blindness and distance and near vision impairment: a systematic review and meta-analysis. *Lancet Global Health*. 2017 Sep;5(9):e888-97.

World Health Organization 'Disability and Health' fact sheet' January 2018, available at [www.who.int/mediacentre/factsheets/fs352/en/](http://www.who.int/mediacentre/factsheets/fs352/en/)



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One-year-old Bibie, from Ruangwa in Tanzania, was found to have the early stages of trachoma and given antibiotics to treat the infection.

## Our vision

Sightsavers' vision is of a world where no one is blind from avoidable causes and where people with visual impairments and other disabilities participate equally in society.

## Our mission

We are an international organisation working with partners in low and middle income countries to eliminate avoidable blindness and promote equal opportunities for people with disabilities.

# 08 /

## Message from our CEO

As CEO of Sightsavers Ireland, it is my privilege to share our 2018 Annual Report. The past few years have been a tremendously exciting time for our organisation as we have celebrated delivering one billion treatments for neglected tropical diseases (NTDs) to people in endemic countries in Africa.

We have also set out to eliminate trachoma, river blindness and other NTDs, and have celebrated providing more than 7.3 million cataract operations since Sightsavers was founded in 1950. Beyond this, we have worked with partners in more than 30 countries to provide critical eye care, to promote inclusive education and employment for people with disabilities and to ensure that the voices of people with disabilities are heard.

In 2018, Ghana made history by becoming the first country in sub-Saharan Africa to eliminate trachoma – the world’s leading cause of infectious blindness. According to the most recent statistics, there are about 200 million people at risk of trachoma in 41 countries, the vast majority of which are in Africa. Ghana’s achievement shows that eliminating trachoma is possible and will pave the way for other countries to follow.

In 2018, we also made significant headway in our work to promote universal eye health and care for everyone, particularly people with disabilities and women. Sightsavers Ireland’s ongoing partnership with Irish Aid has enabled us to improve access to eye health services and help to control and eliminate neglected tropical diseases in four West African countries: Senegal, Cameroon, Sierra Leone and Liberia.

Through this partnership, we also have worked with government ministries, as well as local and regional organisations, to provide disability-inclusive primary education, and to ensure that people with disabilities are able to participate in the political process and have their voices heard.

In Ireland we have worked to raise public awareness for our work and the challenges confronting those living with disability in low-income countries. Events such as our annual Junior Painter of the Year Award and the BT Young Scientist & Technology Exhibition gave us the opportunity to engage with young people, while information evenings and corporate engagement events such as Bright for Sight raised awareness and critical support for our work.



These remarkable achievements would not be possible without the generous and ongoing support of our donors throughout Ireland. They are our true partners in this endeavour and must be commended. On behalf of the many children, adults, families and communities who often do not have a voice, but who continue to benefit directly from our supporters' wonderful generosity, I wish to say thank you from all of us at Sightsavers Ireland.



**Charlie Lamson**  
**CEO Sightsavers**  
**Ireland**

Sightsavers Ireland works directly with the global Sightsavers organisation to help provide hundreds of thousands of sight-saving treatments for people in low and middle income countries, and to fight for the rights of people with disabilities. The contribution of Sightsavers Ireland has been realised through the generosity of people, companies, foundations and trusts across Ireland who have supported us through fundraising initiatives and events.

Sightsavers Ireland also receives vital institutional funding for its programmes and projects from Irish Aid, the Irish government's programme for overseas development, as well as the EU Commission. All income generated

and the assets of the company are used to promote the objectives of the organisation and no portion can be paid or transferred by way of dividend, bonus or profit to members of the company.

Programme work is implemented by the global Sightsavers organisation with input and oversight from all levels and departments within the organisation, to ensure that maximum value is achieved from public donations, and to make sure that the money raised is used to improve the lives of our beneficiaries.



# 10/

## Strategy, objectives and activities

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The global Sightsavers strategy was conceived in 2008, then reviewed and refreshed in 2011 and 2014, continuing until 2019. We began reviewing the strategy again in October 2018, with a full discussion at our trustees' away day in January 2019. The review will include a look back on the 10 years since the strategy began, to assess what has been achieved, what we have learned and what gaps exist. We will also ask key questions to help us understand how the strategy should evolve.

The current strategy is shown in our scorecard, or Strategy Implementation and Monitoring (SIM) card (see page 22). Each element has detailed sub-strategies, and indicators that measure performance. We expect the SIM card objectives and indicators to change as a result of the refresh.

There are four ultimate aims shown at the top of the SIM card, which link directly to our objects on health, education and inclusion. The first two aims are about governments ensuring eye health and education services (the 'supply side') are available to all. The third is about securing equality for people with visual impairments, and governments implementing the agreed conventions. The fourth is the 'demand side', covering both inclusion and health

objectives, and is about people with disabilities being able to seek healthcare.

We then take these aims and look at what we want to achieve for our beneficiaries over the strategic period. We aim to undertake demonstration programmes in eye health, education and social inclusion. We have a separate objective to eliminate neglected tropical diseases (NTDs), which is tied to our object on advancing health.

Each of the objectives has 'lead' and 'lag' indicators, with data collected at least once a year (sometimes six monthly). The results are set out and discussed later in this report.

The strategy review will examine each objective and the accompanying indicators to explore how they should be updated. Our vision, mission and objects will remain the same.

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**Image:** At Chikonkomene Primary School in Zambia, Lamik teaches his five-year-old sister Grace to wash her face and hands to help prevent the spread of diseases.



**7.3 million**  
cataract operations  
have been supported  
by Sightsavers  
since 1950



**225,000 people**  
with disabilities have  
been given training  
to help them  
earn a living

# 12/

## Our portfolio

### Eye health

We believe affordable health coverage should be available to all. We strive to improve local health systems by:

- Improving the delivery of eye health services
- Training health workers
- Distributing medication
- Providing health financing
- Improving health information systems, governance and leadership.

These are the building blocks set out by the World Health Organization (WHO), and we are working towards the WHO Global Action Plan for Universal Access to Eye Health.

To achieve this, we work alongside organisations such as WHO's Regional Office for Africa (WHO AFRO), the Africa Health Organisation, the West Africa College of Surgeons and the College of Ophthalmology of East Africa. We strive to make sure universal eye health is included in national health policies in countries such as Liberia, Mali, Mozambique, Nigeria and Senegal.

In several countries, we work with ministries of health to develop and run district eye care programmes. In larger

programmes, we work with international non-governmental organisations (INGOs) such as Fred Hollows Foundation, Helen Keller International and Orbis. We also work with non-governmental organisation (NGO) hospitals, particularly in South Asia.

Our district eye care programmes continue to show how we can improve eye health coverage so it is sustainable. We recently reviewed five programmes in Nigeria, which we no longer fund, and are pleased that activities such as cataract surgery are continuing several years after funding ceased.

In 2018, we expanded our work to ensure our eye health programmes are inclusive of people with disabilities, women and other marginalised groups by launching a new project in Mozambique that tests interventions in rural areas of the Nampula province.

We won a new grant funded by the UK's Department for International Development, also focusing on inclusive eye health. This programme started in 2018 in Bangladesh and Pakistan, looking at how to make health services in south Asia more accessible for people with disabilities.



Truck drivers from Uttar Pradesh in northern India line up to get their eyes checked at a screening camp, part of a project to improve the eye health of India's five million truckers.

## Education

We believe quality education and lifelong learning opportunities should be inclusive, equitable and available to all. In each of the countries where we work, our education programmes aim to:

- Encourage community members to get involved
- Strengthen disabled people's organisations
- Develop education support systems
- Promote teaching and learning approaches for children and young people with disabilities that are contextually appropriate and focused on the students themselves.

We work with ministries of education, and sometimes other ministries, as well

as universities, community groups and disabled people's organisations.

We have continued to develop our education work in West Africa through projects funded by Irish Aid in Senegal and Cameroon. These projects concentrate on inclusion in primary education and cover a wide range of disabilities, with an emphasis on developing and improving local education systems.

In 2018, our work to promote inclusive education in Senegal was recognised in an event organised by the Senegalese EU delegation. The event, held in a Sightsavers-supported school, was attended by political advisors of 13 of the EU member states.

## Social inclusion

Our social inclusion strategy follows the UN Convention on the Rights of Persons with Disabilities. We focus on economic empowerment and political participation. Gender and advocacy are also a key part of all our programmes.

We work closely with disabled people's organisations (DPOs) in the countries where we work, and have developed strong partnerships with the International Disability Alliance (IDA), Action on Disability and Development (ADD International) and the Institute of Development Studies (IDS).

Evidence of our strong partnerships and organisational experience in leading consortia was provided when Sightsavers, as consortium lead, won two large bids from DFID to deliver Disability Inclusive Development (DID) and inclusive formal employment (Inclusion Works).

Irish Aid continues to support projects in Cameroon and Senegal focusing on political participation, including elections and local development decision-making, working with ministries, councils, DPOs, community groups and women's associations.

Inclusion in eye health and other health programming has taken off this year, with increased funding for several inclusive eye health projects. It has generated external interest in Sightsavers' partnerships with other organisations that focus on inclusion within other health initiatives.

**800 million**  
people with disabilities live in developing countries



Many of them are denied basic human rights, meaning...

**12%**  
of the global population is being left behind

## Neglected tropical diseases (NTDs)

Our NTD strategy is laid out in the document 'Now is the Time to Say Goodbye to NTDs'. This sets out our goals over the next few years as we move towards eliminating most of the diseases we treat. We intend to update this as part of our strategy refresh.

Our NTD work aims to:

- Integrate and coordinate NTD programmes in the countries where we work, to eliminate the diseases as part of national master plans.
- Directly fund or coordinate with other partners to fight the five neglected tropical diseases that respond to preventive chemotherapy: trachoma, onchocerciasis (also known as river blindness), lymphatic filariasis (LF), schistosomiasis and soil transmitted helminths (STH, or intestinal worms).
- Ensure that NTD projects promote gender equity and are inclusive of people with disabilities.
- Help to develop and improve health systems, such as by ensuring surveillance systems are in place
- Develop new NTD partnerships, especially those that cross development sectors, such as between NTDs and water, sanitation and hygiene initiatives (WASH).
- Improve what we learn from our programmes and make sure best practices are shared, both internally and externally.
- Coordinate between all Sightsavers health programmes located in similar areas, to ensure they are efficient and to manage demands on and sustainable benefits to the local health system.

Our contracts and donors are becoming more complex, and we strive to ensure our plans take account of other activities by discussing them with ministries and reaching out to other donors and partners to understand how their plans can fit with ours.

In the next few years, our NTD work will be underpinned by two major programmes: Accelerate and Ascend (see page 36). We are also working with the Bill & Melinda Gates Foundation and ESPEN (part of WHO AFRO) to map onchocerciasis across Africa.

Since 2014, Sightsavers has hosted the support centre for Uniting to Combat NTDs, a global partnership on NTDs. The centre's activities are currently funded by the Bill & Melinda Gates Foundation. A major review is currently being carried out by consultants of the overall partnership (and therefore the role of the support centre).

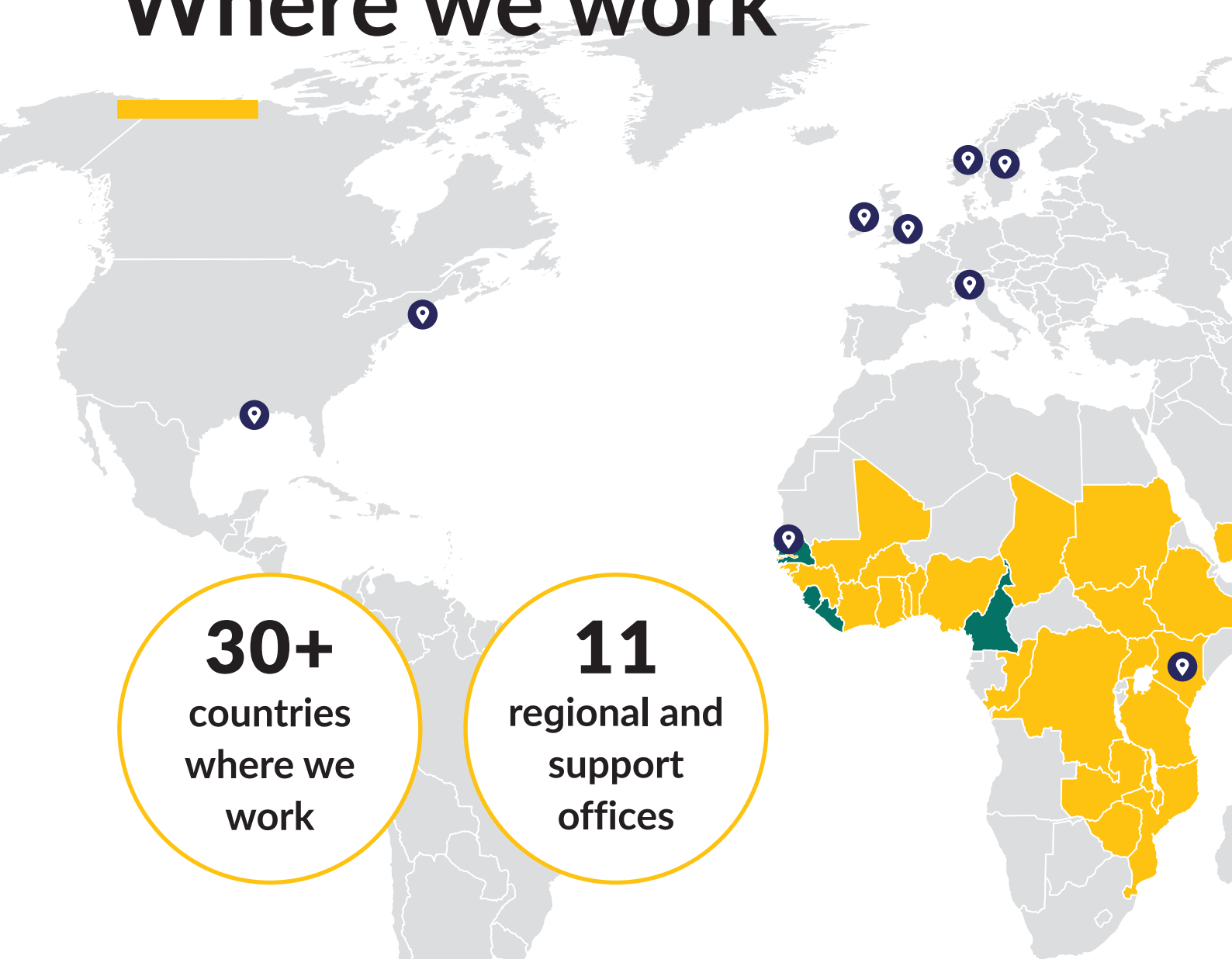


© Sightsavers/Jason J Mulikita

Tracey took part in the Super School of Five programme in Zambia, which teaches children about good hygiene to prevent the spread of disease.

# 16/

## Where we work



**30+**  
countries  
where we  
work

**11**  
regional and  
support  
offices

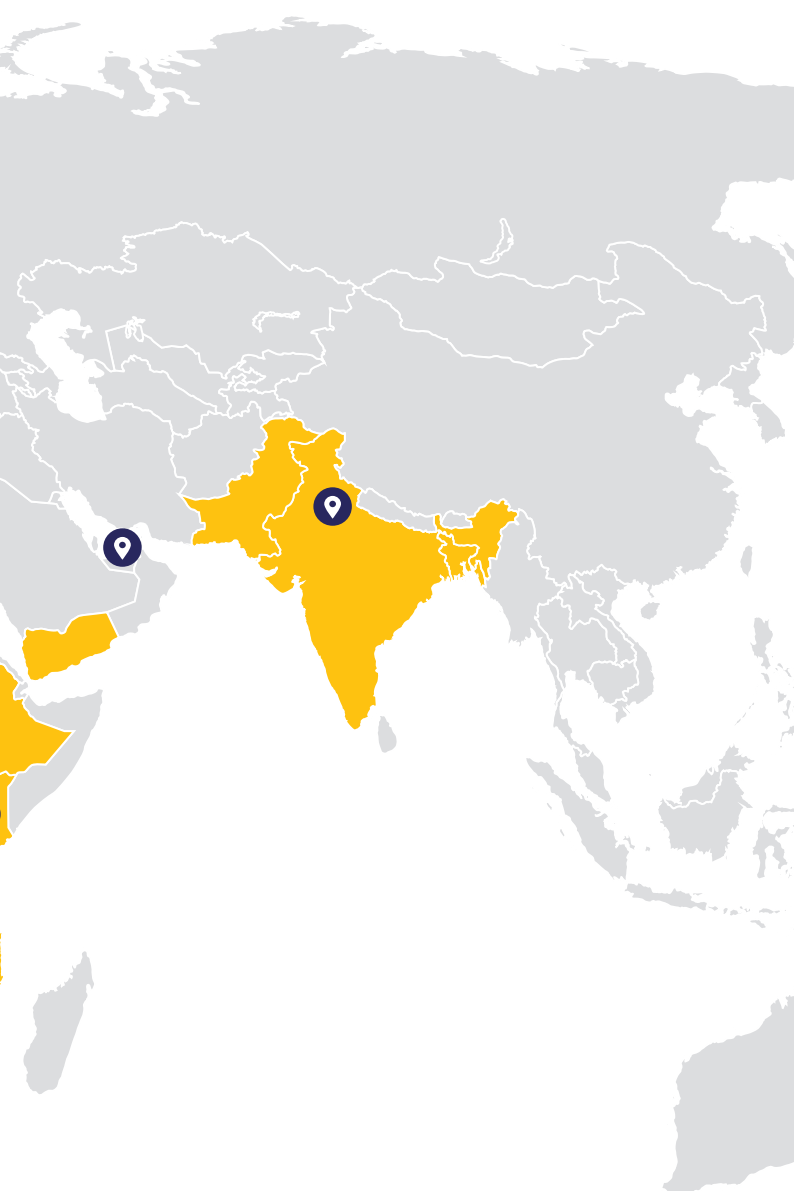
### Sightsavers and Irish Aid

In 2017, Sightsavers received a five-year development funding grant from Irish Aid to support our programmes in West Africa. The grant supports work in four countries – Cameroon, Liberia, Senegal

and Sierra Leone – to enable us to save sight and change lives while delivering measurable results and accountability.







-  Where we have programmes
-  Irish Aid-funded countries
-  Regional and support offices

## Central Africa

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- Cameroon
- Chad
- Democratic Republic of Congo
- Republic of Congo

## Eastern Africa

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- Ethiopia
- Kenya
- Malawi
- Mozambique
- South Sudan
- Sudan
- Tanzania
- Uganda
- Zambia
- Zimbabwe

## Western Africa

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- Benin
- Burkina Faso
- Côte d'Ivoire
- Ghana
- Guinea
- Guinea-Bissau
- Liberia
- Mali
- Nigeria
- Senegal
- Sierra Leone
- The Gambia
- Togo

## Asia

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- Bangladesh
- India
- Pakistan

# 18/

## A snapshot of what we achieved in 2018

Sightsavers has achieved some fantastic milestones in the past year. You can read about these in more detail throughout the report.



### Disability

- We launched two groundbreaking disability inclusion programmes: Inclusion Works and Disability Inclusive Development.
- The inaugural Global Disability Summit took place in July in London, setting a strong agenda for governments and world leaders.

See page 26

### Neglected tropical diseases (NTDs)

- A huge new contract was signed for the Accelerate Trachoma Elimination Programme, backed by a \$105 million philanthropy fund.
- Our work in Ghana helped it to become the first sub-Saharan country to eliminate trachoma as a public health problem.

See page 34



## Advocacy in eye health

- We worked with WHO to develop landmark guidance about the human resources needed to deliver eye health services in Africa.
- We encouraged countries including Zambia, Uganda and Malawi to integrate eye care into mainstream health systems.

See page 52

## Supply chain

- We redeveloped our supply chain quality management system and achieved good distribution practices certification.
- As a result, we obtained our MHRA licence to enable us to distribute pharmaceutical products to our partners.

See page 64

## Fundraising

- In 2018, Sightsavers' fundraising efforts in Ireland raised €4.156 million.
- Sightsavers Ireland's Major Giving team also secured significant contributions from individual donors, corporate partners and Irish-based trusts and foundations.

See page 74

# A snapshot of what we achieved in 2018

## Irish Aid

Sightsavers Ireland remains deeply appreciative of the support of the Irish government's Department of Foreign Affairs and Trade, which has been delivered through our ongoing partnership with Irish Aid. Working across four West African countries (Senegal, Cameroon, Sierra Leone and Liberia), Sightsavers has improved access to eye health services and supported NTD control and elimination. Sightsavers Ireland has also worked with ministries of education to enable children with disabilities to access education, and has supported people with disabilities to ensure they are included in political processes.

With Irish Aid support in Sierra Leone, Senegal and Liberia, Sightsavers carried out 171,831 eye examinations and helped to provide 6,047 sight-saving cataract operations. In keeping with its core inclusion objectives, we worked to ensure that our eye health programmes remained inclusive, tracking data on services provided to women and children in effort to improve equity of access. Sightsavers also continued to work closely with ministries of health in partner countries, training ophthalmologists, surgeons and ophthalmic nurses to ensure sustainable strengthening of local health systems to deliver quality eye care as part of universal health coverage.

Irish Aid-supported education projects continued to assess school accessibility, provide educational aids and train teachers on inclusive education. As a result, 353 more children with disabilities in Senegal

and Cameroon are now going to school. Irish Aid-supported political participation projects in these countries have also ensured that people with disabilities and disabled people's organisations are able to be involved in local political processes.

Closer to home, Sightsavers Ireland continued to engage with the Irish public through print and online media engagement, events and programmes, such as the Junior Painter competition and Africa Day. Through the Junior Painter programme, Sightsavers Ireland continued to develop awareness and understanding among primary-level students of the challenges that confront people living with disabilities in West Africa and throughout the world. This programme also continued to raise awareness of the work of Irish Aid and the importance of the UN's Sustainable Development Goals.



**Irish Aid**

An Roinn Gnóthaí Eachtracha agus Trádála  
Department of Foreign Affairs and Trade

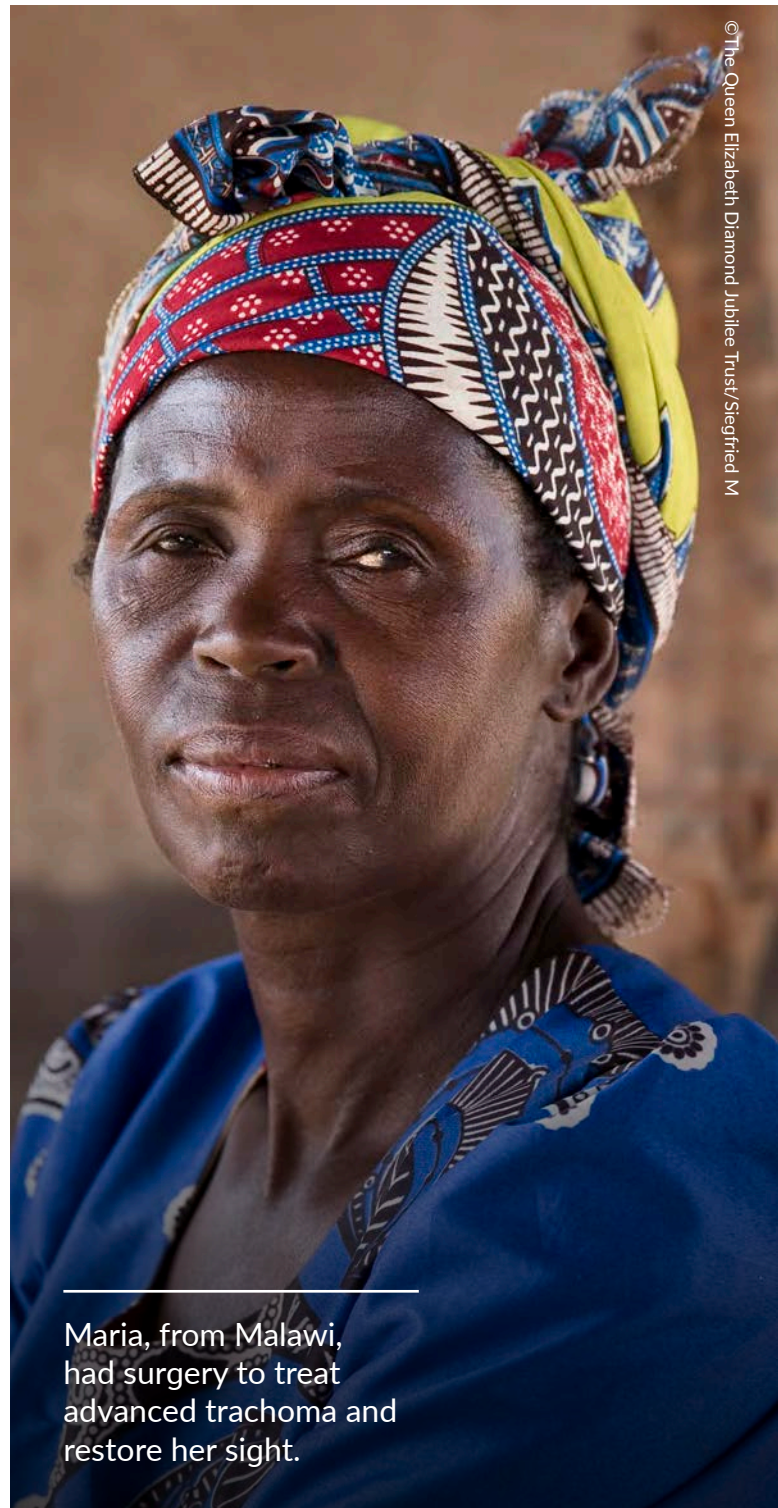
## The European Commission

In 2018, the European Commission continued to support Sightsavers' programmes in Uganda through the Economic Empowerment of Youth with Disabilities in Uganda programme and the Connecting the Dots training and employment programme in western Uganda. The total funding received from the EU in 2018 was €218,824.

## Fundraising

Sightsavers Ireland's fundraising efforts throughout 2018 realised a net contribution of €4.152 million in voluntary support for the organisation's work. This support was realised through a combination of donations provided by the public, corporate partners and Ireland-based trusts and foundations. The Sightsavers Ireland Individual Giving team continued to engage the public through its ongoing direct response television programme, as well as quarterly mail appeals seeking public support for Sightsavers' eye health and NTD programmes.

The Sightsavers Ireland Major Giving team also secured significant contributions from individual donors, corporate partners and Ireland-based trusts and foundations through an ongoing programme of engagement. Established initiatives such as the Bright for Sight corporate engagement campaign continued to inspire corporate partners to encourage staff to wear yellow to work for a day and participate in fundraising activities in support of Sightsavers' work.



©The Queen Elizabeth Diamond Jubilee Trust/Siegfried M

Maria, from Malawi, had surgery to treat advanced trachoma and restore her sight.

# SIM card

Results of beneficiary indicators (for all indicators and more details, see [www.sightsavers.org/sim](http://www.sightsavers.org/sim))

Objective	Indicator	Previous result	Target	Result	Status	Trend	Frequency	Performance notes
Demonstrate scalable cost-effective approaches to eye health	Lag: % of countries where Sightsavers has an eye health project that demonstrate improved access to eye care services that are integrated into health systems, where this can be measured	50	60	20	Below Target		Annual	As one of our key programme performance indicators, this is a disappointing result, and follows a trend of the past three years. And yet it comes at a time when our cataract output numbers overall are increasing. This apparent inconsistency arises because it is more straightforward for us to collect accurate data on the programmes we directly support than it is to get accurate data on the national picture, in most countries. In addition, as we are seeking to contribute to wider eye health delivery in the country and not just in programme areas, we look to see if the national CSR has improved. This is a valid proxy, but in addition to depending on accurate data from the government, it depends on wider health service delivery, outside of our programme areas. We therefore expect a lag to some degree.
	Lead: % of countries where Sightsavers has an eye health project that have contributed to identification of gaps/needs through an eye health system assessment in the past 10 years	60	68.75	57.14	Below Target		Annual	It is worth noting that in most cases where a national review has not been carried out, we have carried out more localised assessments to ensure our work is evidence-based. However, national assessments help us to ensure our programme investments are targeting the right areas of the eye health system and must be carried out regularly (not frequently). It is therefore not good news that we have missed our target. We will seek to address this in the new thematic strategy from 2020.
	Lead: % of countries where Sightsavers has an eye health project that have contributed to identification of gaps/needs through a prevalence survey in the past 10 years	80	80	85.71	On Target		Annual	In contrast to results on conducting eye health systems assessments mentioned above, performance against this more intervention-area-specific indicator is good. This is the foundation of evidence-driven programming, so it is good to see that performance is improving year on year.
	Lead: % of health projects with clearly defined strategies to improve access by people with disabilities	27.27	30	36.11	On Target		Annual	It is encouraging to see progress in this area, which is really about the interface between different elements of Sightsavers' programme approach. There is some disparity in the evidence provided, with some indicating more of a series of activities than a strategic approach. However, overall there is an improvement in the nature of the work described and progress since last year.
	Lead: % of health projects that reach more women than men	N/A	51	46.88	Approaching Target		Annual	This was the first year where we moved from tracking strategies to improve gender equity in outputs, to reporting on outputs. As a result, we're unable to look at trends, but targeting was broadly on line and there is good evidence provided for positive results. Most of those answering negatively have plans in place to improve.

Objective	Indicator	Previous result	Target	Result	Status	Trend	Frequency	Performance notes
Demonstrate scalable approaches that promote inclusive education	Lag: % of countries with education projects where the government has an education policy in line with the United Nations Convention on the Rights of Persons with Disabilities (CRPD)	22.22	30	30	On Target		Annual	As should be the case for a systems-based lag indicator, this is a complex indicator to report against. The trend analysis over the past five years shows steady progress, which is what we would expect as programmes mature, provided there is no slippage in government policy. The quality of evidence provided is still variable and in particular it would be good to fully understand how CRPD-compliant policy is being assessed. Nevertheless, overall this indicator shows steady progress in a complex area and should be noted as a significant achievement for Sightsavers' strategy.
	Lead: % of education projects that are suitable for replication/adoption by government or other service providers	88.89	85	80	Approaching Target		Annual	This is one of the few indicators to have remained the same throughout much of the current strategy period, and therefore allows for good trend analysis. Overall, steady progress has been made in an area at the heart of our strategic approach. As with the lag indicator for education, this is a difficult indicator to provide a full positive answer to, given it is aimed at replication and not the output level. Evidence provided is of varying quality and some conclusions need to be further examined, but as a whole, the progress made feels a reasonable judgement.
Demonstrate approaches that positively affect inclusion and empowerment of people with disabilities	Lag: % of countries that meet at least four of the eight criteria on our social inclusion index	69.23	69	53.85	Below Target		Annual	A number of countries (Cote d'Ivoire, Mali, Tanzania, Zimbabwe) have seen a decline from answering positively a year ago. We do not have active social inclusion programmes in any of these countries, so our ability to influence the overall national domestic policy environment is limited. Nevertheless, it is important we continue to measure the inclusive policy environment in all countries where we work, partly to inform future portfolio priorities. This explains the slight reduction against the trend of general improvement over the past few years.  There is clear positive progress if you look into the detail. In the countries where we continue to score positively overall, the number of criteria with a positive result has increased in five countries (Cameroon, Ghana, Kenya, Senegal and Zambia), and decreased in only one (Uganda). This shows that progress continues to be made, and also underlines the strength of a matrix approach to scoring this indicator.  Overall, rights enshrined in legislation scores highly, but the implementation of these, or national policy, remains weak. Reporting against the CRPD and allocation of resources across departments is patchy, as is the disaggregation of data, although this is improving thanks to the sector's focus on this area. Sightsavers being among the strongest advocates for this. Access to voting and banking services score poorly, the latter particularly so. We have a current focus on political empowerment, but clearly financial services remains an area needing a great deal of extra attention.
	Lead: % of countries where we run social inclusion and/or education projects that can demonstrate effective inclusion and empowerment of people with disabilities	75	75	75	On Target		Annual	This is another matrix indicator that demonstrates a good level of overall progress over the past four years. As a lead indicator, this is focused on areas within our control and, in particular, on the process of inclusion within our programmes. There is no doubt that increased effort is being made to address the issues of inclusion and meaningful participation by people with disabilities within programmes.  Behind the overall numbers, however, there are a range of approaches taken, some of which may not fully comply with our definition of inclusion. For example, consultation with mothers of children with disabilities is not the same as consultation with the children themselves, nor with a DPO with experience in education.
	Lead: % of health, education and NTD projects with clearly defined social inclusion strategies to include people with disabilities	61.86	55.30	64.36	On Target		Annual	While this indicator is useful to have as an amalgamation across our entire portfolio, the data is derived from our eye health, education and NTD indicators. As the trend is one of improvement across those indicators, that is reflected here.

Objective	Indicator	Previous result	Target	Result	Status	Trend	Frequency	Performance notes
Deliver integrated NTD programmes in support of agreed global targets	Lag: % of countries where Sightsavers supports specific NTD disease projects that are meeting national milestones to eliminate or control these specific NTDs	83.33	90	91.67	On Target		Annual	The majority of countries are now meeting national milestones that are identified in a NTD master plan, based on WHO guidelines. Meeting national milestones means that treatment targets are being met. Much work is needed to bring the countries over the line for elimination (onchocerciasis, lymphatic filariasis and trachoma) or full control (soil-transmitted helminths and schistosomiasis). At this stage in the elimination/control cycle, this result is to be expected given NTD programme reach. We have improved our ability to work in countries in conflict by working with new specialist partners, but there are specific programme issues in certain countries being targeted. Four countries (out of 22) are not meeting targets in one or more NTD. One is because of continued conflict and three because of a particular issue with one or more NTDs (usually related to the drug supply chain).
	Lead: % of projects that meet or exceed their MDA targets for therapeutic and geographical coverage	95.56	95	92.31	Approaching Target		Annual	A number of projects remain under target: these are largely those operating in areas of conflict or political instability (for example, in Cameroon MDA was postponed given the conflict in the Anglophone provinces). Drug supply chain issues (such as delayed drug shipments or delays in clearance of drugs shipped) also affect coverage.
	Lead: % of NTD projects with clearly defined strategies to improve access by people with disabilities	78.18	80	80	On Target		Annual	We have collected data on this indicator for four years. This was always to be the most challenging indicator for our NTD work and was set very high to promote action. This is the first time we have met the target. This has been seen as a long-term plan to ensure that all projects have a strategy to ensure people with disabilities can access treatment. Year one was essentially finding out where we were. Year two was undertaking remedial action on areas such as training community health volunteers across all projects, and ensuring access by all vulnerable groups (including people with disabilities) was addressed as part of training and re-training. Year three and four was going back to refresh the principles of community-directed interventions when managing our NTD work at country level. A number of projects and countries still do not have an agreed approach, and they will be prioritised for improvement in 2019. Country programmes that have not developed strategies are mainly Francophone countries.

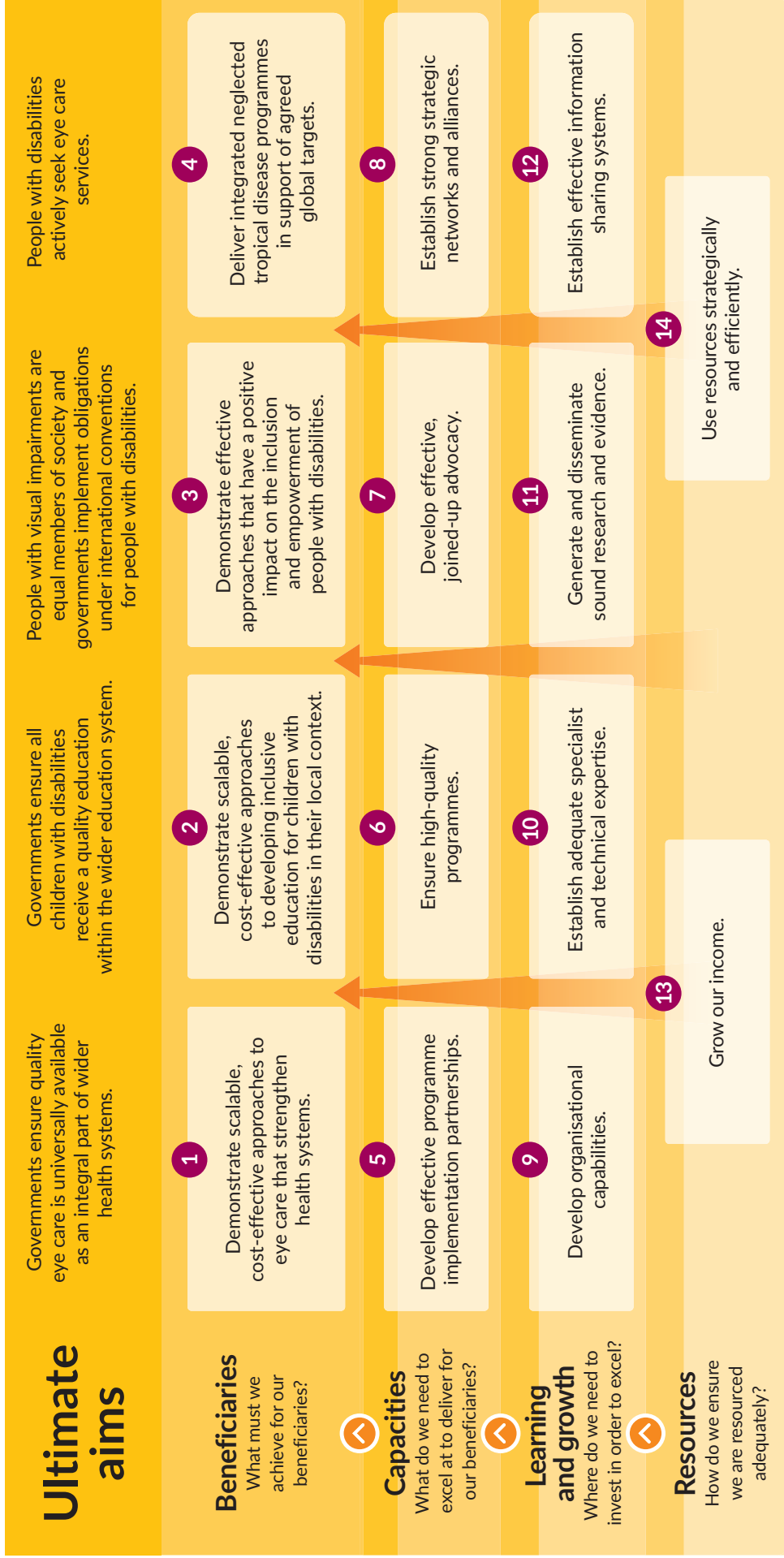
## Our objects, as stated in our Charter

- To advance health, always with particular emphasis on taking or promoting measures to prevent and or cure blindness.
- To advance the education of people with disabilities, always with particular emphasis on people who are blind or visually impaired.
- To prevent or relieve poverty among people with disabilities, always with particular emphasis on people who are blind or visually impaired.



# SIM card: Strategy map

**Our vision:** A world where no one is blind from avoidable causes and people with disabilities can participate equally in society.  
**Our mission:** To eliminate avoidable blindness and promote equal opportunities for people with disabilities.



# Spotlight on... Disability

**Image:** Nanny Powers with her voting card.

Nanny Powers founded Cameroon's National Association of Persons with Short Stature, a disability organisation for people with restricted growth. Here, she tells her story.

"God blessed me with very fabulous parents. My late dad made me see that even though I'm of little height, I have to do something more than other people. I have to be an exceptional case – he helped me create the association.

"The aim of the association is to put an end to the discrimination and marginalisation of people with restricted growth. I show that they should have an education, a family – they should not face barriers, and they should be equally assisted by NGOs and organisations with their problems and their projects all their lives.

"We want a change. We have rights equally, so they have to respect us; they equally have to respect our rights, give us what we have to own and stop exploiting us. The battle is exploitation, discrimination and marginalisation.

"The first time I tried to vote, the voting box was too high for me to reach! I was not aware, I didn't know my rights. I didn't know that disabled people have the right to vote, I didn't know if it was for a certain class and a certain age. I'd reached the age to vote and I was battling for the rights of little people. A woman told me: 'You have the right to vote.' That's how I started. It was so amazing: I realised that my voice counted, so I had to vote.

"It was a surprise to my family because they saw me on TV. They said: 'Ah! So you went to vote – that's good!' ➤



“

I didn't know my rights. I didn't know that disabled people have the right to vote.

- “At that time my dad was still alive; he was so happy. He said: ‘Wow, if things are going like that, one day little people will have what they want.’ So it was really amazing. My family really liked it.

“In Cameroon, it’s still stigmatised, until people see me going in to vote. That’s when people realise they can also vote. If you permit people with disabilities to know that they have rights, they don’t have to just sit at home and say: ‘Ah no, a vote is just for other people.’

“And now we’re talking about maybe going into politics. That’s another battle. You can imagine that if society is still trying to accept you as an individual, it’s not easy for them to accept you as a political leader, but it can be done.

“It’s important for me to vote because I’m fighting for the right of people with restricted growth, and one of the rights that we have is the right to vote. I also have the right to say no – I’m comfortable with this; I’m not comfortable with that. So I would encourage all little people to vote, because their voice counts.”



In Cameroon, people with disabilities are legally entitled to vote. Yet many of those who want to participate in choosing their political representatives find they are unable to exercise this right, excluded by obstacles both practical and social.

Since 2011, with funding support from Irish Aid, Sightsavers has been working with a number of organisations, including Cameroon’s official election body, to raise awareness of this situation, and to support people with disabilities in engaging with the democratic process in their country.

## The Global Disability Summit

The first ever Global Disability Summit took place in London in July 2018, bringing the international community together to share knowledge, make new commitments and ensure that inclusion for people with disabilities is at the heart of international development.

The summit focused on four themes: Dignity and Respect for All, Inclusive Education, Economic Empowerment, and Technology and Innovation. Sightsavers worked with multilateral partners and governments to shape the policy discussions held at the summit to ensure it delivered real change for people with disabilities.

In particular, before the summit we focused on promoting the inclusion and participation of people with disabilities in national-level discussions on disability (in Bangladesh, Cameroon, Ghana, Kenya, Malawi, Nigeria, Pakistan, Senegal, Sierra Leone, Uganda, Zambia and Zimbabwe). We also called on governments to commit to clear, deliverable disability goals, for which they will be held accountable.

The momentum generated by the summit has set a strong agenda on disability, and we look forward to working with governments and our partners to deliver that change.

© Sightsavers/Brendan O'Sullivan



**Image:** Sightsavers hosted a reception at the world's first Global Disability Summit in July, which took place in London.

## Nigeria Disability Bill

After years of advocacy by disability rights activists, including Sightsavers, the Nigeria Disability Bill passed into law in early 2019. It is a significant milestone for disability inclusion in Nigeria: the country now has a legal framework that recognises the rights of people with disabilities, as outlined in the UNCRPD.

The Discrimination Against Persons with Disabilities (Prohibition) Act 2018 aims to ensure “the full integration of persons with disabilities into the society”, and establishes the National Commission for Persons with Disabilities to take responsibility for education, health care, and social, economic and civil rights for people with disabilities.

This is the culmination of many efforts, including work done during Nigeria's voluntary national review of implementation of the UN's Sustainable Development Goals, as well as the commitments that the government of Nigeria made at the Global Disability Summit.

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# Output statistics

Global output statistics summary		2015 totals	2016 totals	2017 totals	2018 totals
Eye health	No. of people examined	12,712,182	12,052,091	14,093,230	16,364,038
	No. of operations performed (cataract, glaucoma surgery, diabetic retinopathy, trichiasis and other general eye operations)	334,156	344,023	389,000	425,148
	No. of operations for cataracts	252,044	260,930	316,243	355,630
	Spectacles dispensed	207,832	286,774	383,117	456,934
Neglected tropical diseases	No. of treatments for trachoma	22,623,927	24,690,187	27,604,538	16,834,510
	No. of treatments for river blindness	47,561,810	46,918,726	48,155,576	39,725,468
	No. of treatments for lymphatic filariasis	50,615,561	60,113,118	56,561,328	45,187,264
	No. of treatments for soil-transmitted helminths	14,428,580	16,728,965	11,873,445	3,999,328
	No. of treatments for schistosomiasis	6,768,679	5,773,756	13,039,523	5,631,054
	Total NTD treatments	141,998,557	154,224,752	157,234,410	111,377,624
Education/inclusion	No. of children who are blind, have low vision or other disabilities being supported in school	3,252	5,162	7,752	8,500
	No. of people who are blind, have low vision or other disabilities who received training (eg daily living skills, mobility and orienteering, vocational training or rights and entitlements training)	16,097	13,124	13,359	22,716

Global output statistics summary		2015 totals	2016 totals	2017 totals	2018 totals
Human resource development	<b>No. of health workers trained to gain initial professional qualification</b> (includes ophthalmologists, cataract surgeons, ophthalmic clinical officers/ ophthalmic nurses, optometrists, low vision specialists and technicians)	39	67	39	25
	<b>No. of professionals supported on eye health short courses</b>	41,651	54,040	72,781	61,461
	<b>No. of professionals supported on education or inclusion short courses</b>	3,899	6,161	60,479	30,486
<b>Volunteers</b>	<b>Total number of village-level volunteers trained</b> (includes community distribution of treatment, primary eye care, education and inclusion courses)	219,516	259,670	267,972	246,194

# Commentary

## A Eye health

The number of eye health examinations undertaken by Sightsavers is heavily influenced by our Lady Health Workers project in Pakistan. This project delivered 50% of global examinations in 2018, a lower percentage of the global total than in 2017 because our activities expanded elsewhere, notably in India.

Our year-on-year performance has also increased in Tanzania, because of a high number of screenings in our project in Singida, and in Kenya, where we used a door-to-door 'sweeping' approach to find trichiasis surgical cases. We expect the number of examinations to fall in 2019 because of a strategic redesign of our Lady Health Workers project, which will now only report examinations conducted by staff attached to rural health centres. This will improve the audit trail and data quality.

Sightsavers helped to provide 12% more cataract operations in 2018 than in 2017. Significant increases were seen in India, where a rising number of screenings meant more people were referred for surgery. The proportion of women receiving cataract surgery has increased following efforts to improve sensitisation within the communities. In Africa, we performed 10% fewer surgeries as the EC-funded eye health initiative in Sierra Leone wound down, along with the CATCH programme in East Africa. We are keen to obtain more funding for eye health programmes in Africa to reverse this trend.

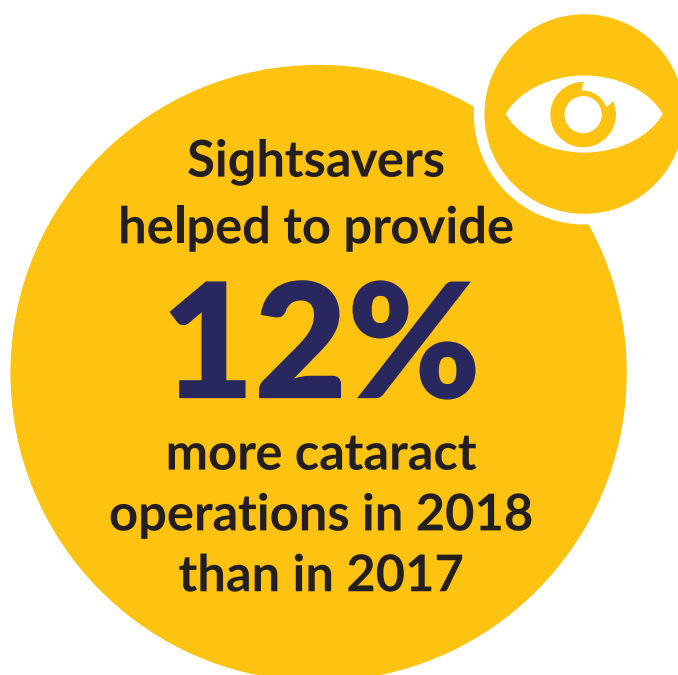
The number of trichiasis surgeries fell slightly year on year, the biggest impact coming from issues around retaining surgeons in Ethiopia. More districts are reaching their elimination targets. Numbers in Nigeria increased as we introduced the door-to-door 'sweeping' approach to find cases.

An increase in the number of spectacles that have been distributed is driven by the rise in eye examinations in India, plus a significant increase in the number dispensed in West Africa under our Irish Aid-funded programmes.



© Sightsavers/Javier Acebal

Eight-year-old Souleymane at Diamniadio hospital in Senegal, the day after his sight-saving cataract operation supported by Irish Aid.





## B NTDs

The NTD treatments reported come from two types of source – our large coalition grants and those where Sightsavers is funding directly (whether by restricted or unrestricted funds). We report all outputs, including those where our INGO partners support implementation, so we are able to show the overall impact of the grants we are managing.

The total number of treatments has decreased by 29% since 2017. A significant driver for this is that we are moving to a post-MDA surveillance phase in a number of countries. However, there have also been issues that have affected our ability to distribute medication, from delays in drug delivery or release from customs (notably in Kenya and Nigeria) to security issues (notably in Cameroon).

The Kenyan issue was resolved in early February 2019, so treatment there has resumed. In Nigeria, following intensive advocacy efforts, we were able to undertake schistosomiasis treatment but this was severely delayed and our capacity was diminished. One of our biggest schistosomiasis programmes is based in Nigeria, and this has significantly affected the 2018 schistosomiasis figures.

## C Education

The number of children that Sightsavers supports has increased by 11% since 2017, mainly driven by our inclusive education projects in India (which make up 75% of the total). However, in India we employ an indirect support model that focuses on broader curriculum development, teacher training and strengthening the policy environment, and not on supporting individual children to attend school.

In Africa, the project approach is a mix of direct and indirect support, with individual children often given significant investment

and support as part of programme activities. 2,181 children in Africa received this in 2018, including 811 children in our project in Bombali district in Sierra Leone (against a target of just 100), thanks to the success of community advocacy for inclusive education mainstreaming in schools.

## D Social inclusion

The number of people trained has increased by 70% compared with 2017. Our inclusion portfolio grew in 2018 with the launch of a new phase of our Mozambique Nampula Eye Health project and our programme in Pakistan and Bangladesh. In each of these, baseline data was collected by disability using the Washington Group questions.

## E Human resource development

Although there was a fall in the number of health workers receiving a professional qualification in 2018, this was in line with expectations. Newly qualified professional eye health workers include seven new ophthalmologists (three in both Uganda and Guinea, and one in Sudan), two cataract surgeons, three ophthalmic nurses and 13 ophthalmic clinical officers.

The number of professionals trained on eye health short courses decreased by 16% from 2017, mainly because of the challenges of accessing praziquantel to treat schistosomiasis in Nigeria, which reduced the scope for teacher training. The number of professionals supported on education or inclusion short courses has decreased by 50% from 2017. Of this total, 76% received training through the Bihar Inclusive Education project, yet this still represents a shortfall of 11,829 staff trained compared with the 2018 target for the project. This is because of a delay in transferring resources from the state to the districts that prevented any teacher training activity from taking place.



# Spotlight on... Neglected tropical diseases

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**Image:** In the region of Kaffrine in Senegal, eight-year-old Khady receives her annual dose of Zithromax to protect her from trachoma.

2018 was a truly momentous year for Sightsavers and partners in the journey towards controlling and eliminating neglected tropical diseases (NTDs).

Charity evaluator GiveWell named Sightsavers one of its top charities for the third year running, for our work treating children for intestinal worms and schistosomiasis (a process known as deworming). In its analysis, GiveWell estimated a 50 per cent increase in our cost-effectiveness. In recognition of this feat, we're proud to have been awarded a \$9.7 million grant from GiveWell to scale up deworming projects in five countries.

During the year we worked with partners to develop stronger, more efficient ways to map the spread of river blindness by launching the Onchocerciasis Elimination Mapping Project. The collaborative project is being carried out in close coordination with WHO and ESPEN, the Task Force for Global Health, the Bill & Melinda Gates Foundation and many other partners.

Sightsavers and partners also started to expand efforts to find and treat people suffering from debilitating conditions caused by lymphatic filariasis (LF), then supporting them through their care.

Many of the countries where we work celebrated watershed moments in 2018, such as Uganda, which announced that river blindness is no longer being spread in 14 of the 17 areas of the country where it was previously common. ➤



## ◆ Historic progress toward ending an ancient and blinding disease

2018 was a significant turning point in the history of trachoma. In April, our plan to eliminate the disease was named as an Audacious Project – an initiative hosted by media organisation TED to turn transformative ideas into action. Our global CEO, Caroline Harper, launched the ambitious plan during her TED Talk, which has been viewed more than 1.3 million times.

As a result, some of the biggest names in modern philanthropy set up a \$105 million fund announced by Richard Branson at the high-profile Global Citizen concert in Johannesburg. The funding supports the Accelerate Trachoma Elimination Programme, which aims to eliminate trachoma in at least 10 countries, make significant progress in several others, and build on groundbreaking research into the link between the antibiotic used to treat trachoma and a fall in childhood deaths.

In May 2018, war-torn Yemen launched its first trachoma treatment programme, with support from international organisations including Sightsavers as well as local communities. Treatments were delivered by 4,000 predominantly female volunteers to nearly half a million people in the country.

This huge achievement shows what collaboration and teamwork can achieve, even in a country besieged by conflict. As momentum builds towards global elimination of trachoma, it's vital that communities in areas of conflict and crisis, such as Yemen, are not left behind.

A historic milestone towards trachoma elimination came in June 2018, when the World Health Organization announced that Ghana had become the first country in sub-Saharan Africa to eliminate trachoma as a public health problem. The disease was eliminated through the work of the Ghana Health Service and many partners, including USAID and INGOs such as Sightsavers and the Carter Center, and was achieved by implementing the WHO's

SAFE strategy, incorporating surgery, antibiotics, facial cleanliness and environmental improvements.

This shows that the SAFE strategy is working and that eliminating trachoma is possible, paving the way for many other countries to follow. We are on the verge of eliminating trachoma, but more funding and support is needed so we can finish the work we've started.

### Sightsavers and Ascend

Last year Sightsavers worked with partners to submit a bid to the UK government's Department for International Development to help control and eliminate NTDs. As a result, £90 million has been awarded to Sightsavers and partners to lead the new Ascend West and Central Africa programme between 2019 and 2022. This large-scale initiative will deliver more than 400 million treatments to protect people at risk of up to five NTDs in 13 countries. It will support several countries to eliminate NTDs as a public health problem and help transform millions of lives.



Seven-year-old Muksin, from Tanzania, was found to have trachoma during an eye screening at his school. He was given ointment to treat the infection.

© Sightsavers/Jason J Mulikita

## Gathering data in remote areas to help eliminate NTDs

For countries to eliminate neglected tropical diseases, they need high-quality data to show where treatment is needed. As they get closer to elimination, high-quality surveys and data analysis become even more important.

The Tropical Data initiative supports countries across the world to collect this data, to show where progress is being made and identify if more treatment programmes are needed. It is run by a consortium of partners including the International Trachoma Initiative, the London School of Hygiene and Tropical Medicine, RTI International and Sightsavers.

As more countries progress towards NTD elimination, these numbers are set to increase even further.

NTDs are most likely to affect people living in remote rural regions, poor urban areas and conflict zones. To respond to this, in 2018 the Tropical Data service supported ministries of health to conduct the first trachoma surveys in Central African Republic (CAR). Tropical Data also helped to carry out mapping in refugee camps in Cameroon, Ethiopia, Uganda and Zambia.

Another key milestone was achieved last year as Tropical Data reached 1,000 areas (referred to as 'evaluation units' or EUs). The 1,000th EU was Nangarhar in Afghanistan, a country that had never had a standardised trachoma survey because of complex security and logistical challenges. Work in Afghanistan was led by the Ministry of Health and supported by local NGO HealthNet TPO and Fred Hollows Foundation.

### Since Tropical Data started in 2016, it has:



Supported **35 countries** to collect data about NTDs



Surveyed a total of **1,191 areas**, known as 'evaluation units'



Examined more than **3.5 million people** for signs of disease



Carried out the **first trachoma surveys** in Central African Republic

# 38/

## Progress towards planned objectives

### Delivering for our beneficiaries

What we planned to do	What we did
<p><b>Build our portfolio of eye health and social inclusion programmes</b></p>	<p>We achieved significant progress in eye health with the inception of long-term programmes in Nigeria and Liberia and a strategic decision to increase investment in Mozambique and Mali, as well as continuing at scale programmes in South Asia. We strengthened our eye health portfolio in East Africa with increased investment in eye health in Tanzania and started new child eye health programmes in Liberia, Tanzania and Nigeria.</p> <p>In social inclusion, we saw clear progress in several social inclusion strategy areas, with continued growth and development of our economic empowerment programme in Uganda, in inclusive education (several new programmes across Africa and Asia) and political participation, particularly in West Africa (funded by Irish Aid).</p>
<p><b>Improve the connection between different parts of the organisational strategy, in particular maximising opportunities from existing grants to gain synergies</b></p>	<p>The Accelerate programme is an excellent example of different parts of the organisation working together towards a common objective. Staff from communications, fundraising, partnership and programmatic areas came together to design a hugely strategic programme in NTD elimination and take it through the first part of inception.</p> <p>On the programme side specifically, a number of programmes are seeking to deliver against several strategic aims at the same time. The expansion of our inclusive eye health approach to five new countries brings together population-based health and social inclusion objectives for specific marginalised groups. The expansion of our school eye health approach to three new countries links health and education aims. And the research efforts on the CATCH programme (see page 55) are a key part of our ongoing efforts to better understand how we link NTD programmes post-elimination with the ongoing health system needs in eye health and beyond.</p>

What we planned to do	What we did
<p><b>Ensure delivery under all key existing programmes and the efficient inception and start-up of new large grants and contracts</b></p>	<p>At a global level, we have strengthened capacity across a range of support functions that are key to establishing effective new projects and implementing those already under way. We established programme management units for a number of large grants and contracts, ensuring that there are both programmatic and financial resources focused specifically on our Accelerate, Inclusion Works and Disability Inclusive Development (DID) contracts.</p> <p>DFID's first performance assessment of the DID programme was positive, scoring well across all contract management KPIs. The consortium has delivered four key task orders to DFID for approval, and intervention concepts have been designed in draft across the six countries. Since signing DID, Sightsavers has effectively supported the consortium to navigate the NEC contracting model (this is the first time we have used this construct) and worked alongside other partnerships, including the PENDA disability consortium and Inclusion Works, to help ensure they are aligned and complementary.</p> <p>We continued to strengthen the teams that underpin our design and start-up processes, which are integral to effective implementation. We reviewed the structure of both our programme finance and programme monitoring teams, increasing the number of staff focused on direct project support.</p> <p>We also reviewed country offices, identifying those that needed additional support in certain areas, such as data management or donor financial requirements, and appointed specific staff to provide this support, resulting in increased project performance and improved programme management. In each country we assessed staffing and structure against project portfolio and identified gaps in expertise and capacity needed to implement the portfolio effectively. Where possible we filled these gaps. These shifts and improvements were funded largely through specific grant funding.</p> <p>From a systems perspective, we continued to design programmes in line with our project design process, involving key stakeholders from across the organisation and, where possible, beneficiary representatives. We also rolled out our start-up and inception checklist, designed to provide a clear pathway from design through to full-scale implementation. Our new budgeting templates and process have brought increasing clarity and enabled more scrutiny over project finances. For existing projects, our programme oversight reporting was strengthened with new, automated dashboards for each project, clearer structures for review meetings and a better, more concise quarterly report.</p>

# Increasing our capacities: areas where we need to excel

What we planned to do	What we did
<p><b>Strengthen relationships with DFID disability and NTD teams</b></p>	<p>We were a strong civil society partner with DFID on the Global Disability Summit and have further strengthened our constructive working relationship with the DFID disability team during 2018. From our point of view, we aim to be a trusted and honest partner to DFID in its efforts to put disability “at the heart of everything we do”. The award of two large DFID-funded programmes to consortia led by Sightsavers during 2018 is a good indicator of the positive relationship between us.</p> <p>We have worked with the NTD team at DFID to ensure the programmes due to close in 2019 have clear exit plans. Towards the end of the year the Ascend procurement process meant that we were unable to engage with more senior DFID staff, something we hope to do now that the procurement period is complete.</p>
<p><b>Build understanding of evidence base and strengthen the use of data in programmatic decision-making and quality improvement</b></p>	<p>We continued to invest in research and other evidence-generating activities, but the focus this year has been on sharing new knowledge across the organisation and strengthening the use of evidence in programme-related decision-making. New evidence has been used to i) advance our understanding of local needs and identify priorities for our investments, ii) review and sometimes change our intervention approaches, and iii) evaluate the impact of our programmes on the communities we serve.</p> <p>Our eye health projects funded by the UK Aid Match and Seeing is Believing programmes in the East, Central and Southern Africa region generated a significant amount of evidence on eye health and NTDs. Evidence from Eye Health System Assessments, Rapid Assessments of Avoidable Blindness and studies of uptake of cataract surgeries have been used to influence our current programmatic approaches in six countries and to design new eye health projects in Tanzania, Malawi and Uganda.</p> <p>Our pioneering approach to disaggregating routine health service data by disability and wealth has been further developed and replicated in eye health programmes in Mozambique, Pakistan and Bangladesh, and in NTD programmes in Nigeria, Uganda, Guinea-Bissau and DRC. The data has been used to identify population sub-groups at higher risk of exclusion and to start developing approaches to tailor our programmatic activities to the needs of these hard-to-reach populations.</p> <p>Findings from the DFID-funded NTD research programme in Nigeria (Countdown) have provided critical insights into the implementation of NTD programmes. The information has been used to improve mass drug administration in the UNITED programme in Nigeria and in the design of the new integrated NTD programme (Accelerate). <a href="#">▶</a></p>



What we planned to do	What we did
	<p>➤ Four inclusive education programmes supported by us in Senegal, Cameroon, Sierra Leone and Kenya used participatory research methods to explore beneficiaries' perspectives on our interventions and to ensure that the views of children with disabilities and their carers are adequately reflected in the programme design and implementation. The data has been used to shape the focus and content of our interventions in each country and to develop more generalised cross-country learning on inclusive education. Similarly, the findings of the population-based surveys of political participation in Cameroon and Senegal have influenced our approaches to make political systems in these two countries more disability-inclusive.</p> <p>This year we have placed a particular emphasis on meta-syntheses of evidence and cross-country and cross-programme learning. The end-of-programme learning workshop under the DFID-funded CATCH (Coordinated Approach to Community Health) programme brought together country directors and programme managers from five countries to share country-specific experiences and draw lessons common for all five countries. Four NTD programmes funded by DFID and The Queen Elizabeth Diamond Jubilee Trust commissioned a joint learning review, which synthesised the evidence and lessons learned from the implementation of NTD programmes across eight endemic countries. In collaboration with Humanity and Inclusion, we also commissioned a report on the evidence and lessons learned from implementing inclusive education programmes supported by our two organisations in Senegal.</p>

What we planned to do	What we did
<p><b>Strengthen our key strategic alliances to increase our influence. Notable milestones this year include developing WHO's World Report on Vision, and the Global Disability Summit, which involve a number of key allies</b></p>	<p>Throughout 2018, we worked to strengthen our engagement with strategic partners to deliver policy and programmatic change.</p> <p>Our relations with the World Health Organization remained a critical strategic priority. We began a new programme of work as part of our official partnership, including action on NTDs, technical assistance to WHO Africa region, and technical assistance to develop the World Report on Vision. This report will set a new strategic direction for eye health policy and provide new opportunities to work with national governments on this critical policy area. Unfortunately it has been delayed, likely until October 2019.</p> <p>We continued to work with the World Bank, delivering the School Health Integrated Programming (SHIP) project. SHIP screened school children in four countries for health problems such as poor vision or worm infections. From a policy perspective, we continued working with the World Bank to finalise its Disability Inclusion and Accountability Framework and the Environmental and Social Framework, Disability Guidance Note.</p> <p>Sightsavers has also focused on strengthening alliances across the United Nations to deliver policy change. The global #EqualUN campaign successfully contributed to six women being elected to the UN's disability committee, including Ghana's candidate (and Sightsavers employee) Gertrude Oforiwa Fefoame. We continue to work closely with UN agencies, and in 2018 contributed to a series of thematic consultations including the UN Women Disability Strategy and the UN Flagship Report on Disability and Development.</p> <p>We worked with Fred Hollows Foundation, The Queen Elizabeth Diamond Jubilee Trust, Peek Vision, Clearly and others to influence the outcome of the Commonwealth Heads of Government Meeting (CHOGM), held in April. The CHOGM communique committed heads of government to "take action towards achieving access to quality eye care for all, including eliminating blinding trachoma by 2020, which disproportionately affects women and children across the Commonwealth". The CHOGM commitments will enable people to hold their governments to account for eye health services.</p> <p>We continue to work very closely with Fred Hollows Foundation more broadly, discussing and implementing collaborative policy objectives, and providing financial support for each other's work where relevant.</p> <p>Alongside the Global Disability Summit (see page 26), we continued to work with DFID to implement its disability framework. In December we were delighted when DFID committed to a new disability strategy, one of the very first calls of our policy campaign, Put Us in the Picture.</p>



Astou, from Dakar in Senegal, is president of a local association that supports people with albinism.

# Learning and growth: areas where we need to invest to achieve excellence

What we planned to do	What we did
<p><b>Implement all elements of Sightsavers' child safeguarding policy approved by the board in 2017</b></p>	<p>During 2018, we were committed to ensuring that our safeguarding policy and associated procedures are robust and embedded across the organisation and our partners and suppliers. Our safeguarding policy document was reviewed and updated to include vulnerable adults. In the first quarter, all staff were trained and signed the code of conduct. In July our designated safeguarding leads (DSLs), who work in each country where we operate, attended the inaugural annual meeting of their group. The purpose of these meetings was to share experience and learning from across the organisation and the wider sector.</p> <p>We analysed the law in each individual territory, identifying relevant regulators and organisations with whom we can work to develop the most joined-up approach to safeguarding possible in each country.</p> <p>Safeguarding network Keeping Children Safe completed an independent appraisal of our policy, systems and materials in October. The outcome was very positive and provides assurance to stakeholders about the seriousness and effectiveness of our approach.</p> <p>We have refined our incident reporting process and safer recruitment strategy to further mitigate and respond to risk to Sightsavers' beneficiaries, staff or anyone affected by the work of our organisation.</p> <p>No incidents were reported during the year.</p>
<p><b>Undertake an employee survey and act on the findings</b></p>	<p>We were very pleased with a 95% response rate to the employee survey, with very strong results in terms of employee engagement and commitment to the organisation's mission. The survey was conducted by an independent consultant and was anonymous. It was clear from feedback that employees' continued association with and enthusiasm for the work that Sightsavers does has been mixed with increasing appreciation for the growing professionalism, quality and impact of the organisation.</p> <p>Positive results were shown for leadership and management generally, and the enhanced employee induction experience was recognised. Some areas of improvement are needed, particularly in the processes for employee performance management. Our team of HR specialists (embedded in the organisation) will continue to work with line managers on areas where we can improve.</p> <p>Generally we were particularly pleased at the positive scores around ethics and feeling respected, suggesting a positive culture at a time when a number of organisations are struggling with this.</p>

What we planned to do	What we did
<p><b>Build the teams and staffing structures needed to deliver on large new NTD grants, including strengthening technical capacity</b></p>	<p>We have established a project management office for the Accelerate programme, including additional deputy project managers. Further strengthening at the country level is under way and will improve as Ascend inception progresses. The technical support to programmes has been enhanced by recruiting staff to support technical design and innovation on programmes, surveillance, data management and technical reporting. These areas are critical to ensure NTD programmes deliver the full WHO disease elimination/control criteria. Reporting to our NTD technical director, these posts also link directly to the data collection systems posts.</p>
<p><b>Revise Sightsavers' Financial Framework, which details the financial procedures and policies that staff should adhere to</b></p>	<p>A comprehensive review and update of our financial management framework documentation was carried out during 2018, involving our global organisation and capturing all significant changes and developments in our financial management practices. The updated primary reference document, called the Financial Framework, was rolled out at the end of the first quarter of 2019 and is on our website.</p>
<p><b>Investigate resilience to a media crisis by undertaking a crisis rehearsal</b></p>	<p>We carried out a crisis simulation, organised by an external agency and involving the relevant staff, using the scenario in which a staff member had been abducted while visiting one of our programmes in Nigeria. It included a media crisis to stress-test how we would handle this. Generally this went well, although it identified some process issues.</p> <p>We also identified known risks we face and devised mitigation measures.</p>
<p><b>Enhance our media presence to support policy influencing, campaigning and coalition building. In particular, to strengthen our position as a key player in NTDs, disability and fundraising</b></p>	<p>In 2018 we secured media coverage of disability inclusive development at key moments during the year, including the Global Disability Summit in July and the International Day of People with Disabilities in December. Over the year, our coverage of these achieved a potential reach of more than 69 million people.</p> <p>We also raised the profile of trachoma elimination and the partnership working to achieve it, which has led to a very productive relationship with the new global health team at The Telegraph. This was planned around key events including the Commonwealth Heads of Government Meeting in April and the first ever mass drug administration carried out in Yemen. The Telegraph also gave prominent coverage to Sightsavers reaching the target for our Million Miracles cataract campaign.</p> <p>In April, Sightsavers CEO Caroline Harper's TED Talk, which pitched an ambitious plan to eliminate trachoma, was a focus of media and social media activity. The talk has now been viewed more than 1.3 million times. In December, Richard Branson announced the launch of the Accelerate programme at Global Citizen's Mandela 100 concert in Johannesburg, which achieved a potential reach of six million people.</p>

# Resources: funding our work and ensuring efficient and strategic use of resources

Sightsavers fundraises in Ireland, Italy, Norway, Sweden, India, the UAE, UK and USA. This section summarises key fundraising activities undertaken in the year.

What we planned to do	What we did
<p><b>Continue to improve on financial performance, balancing income needs against expectations of supporters. Focus on data-driven communications to minimise unnecessary mailings and increase net income. Maintain a dynamic approach to investment for recruitment across different markets and channels, utilising opportunities when they arise and pulling back where appropriate</b></p>	<p>There has been a continued focus on improving financial performance. Efficiencies have been made in expenditure by reducing the number of supplier relationships and working with global providers where possible. Data analysis has underpinned all our communications, and mailing numbers have been reduced by looking at who is most likely to respond and the best communication channel through which to reach them. We have seen a steady rise in response rates through a combination of better data targeting and by reviewing our creative approach to make sure our messages are as compelling as they can be. We have run return-on-investment calculations on a regular basis, along with monthly reviews of all activity. This financial review is performed across all of our markets, which has enabled investment to be moved away from poor-performing channels where appropriate, or used to bolster better-performing channels where available.</p>
<p><b>Ensure the organisation is GDPR compliant by May 2018 across all areas of the business. This should include roll-out of our approach to fundraising under the GDPR requirements</b></p>	<p>A great deal of work went into getting the organisation ready for GDPR for May 2018. This included a full review of all of our fundraising communications and data processing. We have adopted a 'legitimate interest' basis for all of our direct mail and are committed to an opt-in-only approach for all phone calls and email contact. We have reviewed all of our supplier contracts to ensure compliance. We had little disruption to business as usual, with only a handful of queries from supporters. Our staff were trained on the enhanced requirements for data protection to ensure not only the integrity and availability of our data, but also the security of the personal data with which we are entrusted.</p>
<p><b>Launch a new online donations platform globally, enabling better testing and optimisation, moving the organisation to one global payment provider</b></p>	<p>In May 2018 we launched a new online donations platform across our European countries and the US. This has enabled us to be more efficient in our processing, both in time and cost, as we have a single global payment provider, Stripe, to process all online credit card donations. Consolidating our donations platforms into one single design has enabled us to test improvements on a wider scale, with the ability to roll out across a larger area more quickly, therefore maximising our returns. We are currently reviewing whether we can launch the platform on our India website, although we are largely reliant on Stripe becoming an accepted payment provider across India.</p>

What we planned to do	What we did
<p><b>Increase income from trusts, major donors and corporate supporters, with a focus on key existing relationships and new high-level philanthropy in the UK, US and Middle East</b></p>	<p>In the Middle East we signed a new three-year funding agreement with Dubai Cares worth \$2 million, to fund an integrated school health programme in Liberia. In the US, we maintained our status as a 'top charity' with charity evaluator GiveWell for our work in deworming, and received more than \$2.5 million of funding from Good Ventures and other donors who base their giving on GiveWell's recommendations. We worked closely with GiveWell during the year to better understand and contribute to its assessment process, resulting in GiveWell improving its rating of the cost-effectiveness of our programmes by 50%. In November GiveWell published its review of top charities, recommending to Good Ventures that it gives \$9.7 million to Sightsavers in 2019.</p>
<p><b>Continue to diversify our institutional income base, both in terms of sources and thematic areas covered</b></p>	<p>The Accelerate contracts extended our relationship with the Bill &amp; Melinda Gates Foundation as well as bringing substantial new relationships with ELMA Foundation, Children's Investment Fund Foundation and Virgin Unite.</p>
<p><b>Ensure a successful introduction for the new Sightsavers Ireland leadership, both in terms of voluntary fundraising activity and relationship with the Irish government</b></p>	<p>A new Sightsavers Ireland CEO, Charlie Lamson, was appointed last year, and demonstrated success by growing voluntary income in his first year.</p> <p>We continued to effectively manage the Irish Aid grant, including excellent contract reporting and relationship management. In 2018, we participated in the Irish government's consultation on its new International Development Policy, urging it to promote disability inclusive development.</p> <p>In an environment where Irish Aid is expecting to reduce the number of programme grant partners, we hope we are positioning ourselves well for the next programme grant funding round in 2022.</p>

What we planned to do	What we did
<p><b>Redevelop our procurement framework with good distribution practices (GDP) at the core. Achieve GDP certification to acquire a Medical and Healthcare Products Regulatory Agency (MHRA) licence for the wholesale distribution of medical products to our programme partners (Wholesale Distribution Authorisation-Human or WDA-H licence)</b></p>	<p>Following the procurement review of late 2017 and an assessment of our procurement controls and transactional environment by AECOM, we have prioritised redeveloping our procurement framework (known as the quality management system, or QMS) to strengthen the controls over our supply chain and improve documentation of decision-making, with a view to achieving best practice and meeting our donor and regulatory obligations. This consisted of revising our procurement policy and developing clear standard operating procedures and associated tools for all key components of our supply chain (demand planning, sourcing analysis, supplier due diligence, purchasing, logistics and goods receipting). We developed this revised framework to be compliant with good distribution practices (GDP). This is the EU standard that we needed to meet to be granted a licence to procure pharmaceutical products on behalf of our programme partners.</p> <p>Following an initial inspection by the MHRA in October 2018, and work to address recommendations made by inspectors, we were officially licensed on 4 March 2019 for wholesale distribution of pharmaceutical products to our programme partners. This is an important milestone for us: according to the official register, there are only a handful of INGOs that are officially licensed.</p>



What we planned to do	What we did
<p><b>Continue to focus on enhanced reporting through wider use of dashboards and bringing together data from multiple sources, including mHealth technologies</b></p>	<p>We are continuing to develop functional and intuitive data dashboards for enhanced management oversight. In 2018, the dashboard format that supports the programme oversight reporting (POR) process was redeveloped to add sex/age disaggregated and longitudinal data, all imported from Sightsavers' internal system through a simple quarterly refresh. Historical oversight of POR ratings was enhanced by developing an intuitive PowerBI dashboard. We have also used PowerBI for detailed oversight of results from the quality standards assessment tool (QSAT), both relating to programme cycle management and Sightsavers' thematic areas. These dashboards highlight specific organisational strengths and challenges as measured by the QSAT. We produced a first version of these dashboards to support the work of our global technical leads (GTLs) and will make a second version more broadly accessible in 2019.</p> <p>In the latter part of 2018, we embarked on a pilot with our India office to develop a new tool for setting targets. Linked to the management information system (MIS) in India, this tool was designed to enhance facility-level targeting processes by identifying and applying parameters that will affect footfall, such as holidays, seasons and elections. The tool is now being used to finalise the 2019 targets for the India Urban Eye Health programme, with a plan to adapt the model for other geographic locations in future.</p> <p>We have reconfigured our cross-organisational digital data working group so that discussion and progress is focused on four key work streams: systems integration, security and compliance, data visualisation, and mHealth. In mHealth we have developed use of the CommCare platform to collect data within research and NTD programmes, and to collect baseline data on disability using the Washington Group questions in Mozambique (Nampula eye health), Bangladesh and Pakistan.</p>

## Fundraising

The relationships we have with our supporters, and the kind donations they give, are vital to the work we do and the people that benefit from them. It is this support that is front and centre when we develop our fundraising programmes. We aim to be transparent in everything we do, ethical in our approach and efficient with our fundraising budgets. We are always conscious of the responsibility we hold towards our supporters, alongside our beneficiaries, and do our best to make those relationships as meaningful and positive as possible.

With efficiency in mind, we regularly update our return-on-investment analysis, enabling us to see which channels are performing best across our global fundraising markets. This allows us to be flexible with our investment and make quick decisions, optimising our activity. This agility means we can maximise the return on our spend, in turn allowing us to raise more money and deliver more support for our beneficiaries.

While most of our work is done in house, there are occasions where it is cheaper and more effective to work alongside professional fundraisers and commercial organisations. All contracts and partnerships that we enter into are subject to due diligence and close management. External partners are subject to regular visits and training from the fundraising team, and are expected to deliver against closely monitored service level agreements.

Sightsavers Ireland is registered with the Charities Regulator and is a member of the Charities

Institute Ireland. We are compliant with the Guidelines for Charitable Organisations on Fundraising from the Public. In order to demonstrate compliance, we publish a Public Compliance Statement, Supporter Promise and Privacy Policy and Complaints Policy on our website.

Sightsavers Ireland is also committed to producing all public communications in compliance with the Dóchas Code of Conduct on Images and Messages. In line with this code, we strive to conduct our public communications in the most truthful, representative and respectful manner possible.

In 2018, Sightsavers received 20 fundraising complaints from members of the public. These were all received and resolved by us. None were received from the regulator. We continue to put significant effort into supporter care and take all feedback seriously.

## Data protection

We have taken a holistic approach to data protection, improving both our organisational process and the technical controls that support them. We have updated and strengthened a number of internal policies covering data protection, privacy and IT security. These policy changes were supported by the launch of an e-learning package for staff about data protection and a continued awareness campaign on cyber security and data protection, which includes regular internal newsletters and leaflets. Our adherence to our policies on data protection is overseen by

our global data protection officer, who was appointed in 2018.

The work to embed the principle of 'data protection by design' has continued throughout 2018. The new privacy impact assessment (PIA) process went through a period of being embedded in the organisation, and plans were developed to incorporate it into the project design phase for all programmatic projects, rather than only higher-risk activities that require a PIA. This will allow us to risk-assess and evaluate the privacy risks associated with all new Sightsavers projects. This will be included in the 2019 updates to the Sightsavers Quality Standards Manual and Financial Framework.

We have continued to develop our mechanisms for supporting data subjects who exercise their rights under the new regulations, such as their right to access, move or delete the data we hold about them. We have received a number of right-to-erasure requests, which we have processed quickly and efficiently, thanks mainly to us adopting a new information asset register. This register provides details of which systems hold and process personal data, offering a detailed map of where personal information is and how it is used. Not only does this allow us to respond quickly should a supporter request to have their personal data erased, it is also a key component of our breach response procedure. Should we experience an outage or interruption to a system that processes personal data, we can quickly address all the linked systems, processes or data.

Our information asset register feeds into a risk assessment process, identifying systems based on the

type of data and processing activities. We have updated our contracts with the suppliers of these systems, reinforcing the roles, responsibilities and expectations about the handling and security of personal data.

## Cyber security

We made a significant commitment to developing our cyber security defences, gaining the HMG Cyber Essentials accreditation in October. This required us to upgrade our firewalls, computer and server configurations, the way our systems are updated, our malware and email protection, and the access control to our systems and data.

Maintaining our accreditation requires constant adaptation to both the Cyber Essentials criteria and evolving cyber security threats. We have also developed a number of technical controls that directly address requirements under the GDPR and Data Protection Act 2018, including mandatory encryption of external storage devices, such as USB memory sticks.

We started our strategic review in October 2018 and expect this to be finalised in January 2020.



# Spotlight on... Advocacy in eye health

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**Image:** Losiana, from Samburu County in central Kenya, after sight-saving surgery to treat his cataracts.

In 2018, we made great strides in our work to promote universal eye health and ensure everyone has access to eye health care, particularly women and people with disabilities.

We now have gender-disaggregated data from all our projects, enabling us to track how many men and women are benefiting from our work so we can improve equitable access to eye health.

We are gradually scaling up our disability disaggregation, and are introducing strategies to remove the barriers that prevent people with disabilities getting help for eye conditions. These principles are included in our advocacy work towards global international and national policies affecting eye health and disability. ➤



## ➤ A landmark guide to human resources for eye health in Africa

Working with the World Health Organization (WHO) and the International Agency for the Prevention of Blindness (IAPB), Sightsavers provided financial and technical support to develop a policy document entitled 'Core Competencies for the Eye Health Workforce in the WHO African Region'. It provides the first regionally agreed guidance about the human resources needed to deliver eye health services in the region, describing the tasks, responsibilities and treatments appropriate for each staffing level, and the skills needed for staff to be able to deliver them safely.

The document is a result of extensive consultation over more than three years, with a validation process that included national policymakers, training institutions and professional organisations. Countries will be able to refer to the document when drawing up human resource plans, and can use it to resolve questions about staffing in a way that is regionally recognisable and aligned, even though there may be nuances, such as differences in terminology.



Download the document: <http://tiny.cc/iapb-report>

## Reviewing and integrating eye care into national healthcare plans

Integrating eye care into the mainstream health system is vital to ensure efficient planning, and to make sure resources are allocated effectively. We have successfully advocated for this in Zambia, Uganda and Malawi. In Sierra Leone, we have helped the country to develop and adopt the first national eye health policy. In Nigeria, we have made sure eye health is part of the national strategic health development plan for the first time, and are helping to create the first national eye health policy document.

## A national analysis of the costs of human resource for eye health

Our work has been key to achieving this national analysis in Mozambique, in partnership with the national consortium of eye care partners, leading to increased investment in eye health staff.

## Eye health indicators included in national health management information systems

As a result of our advocacy, key eye health indicators have been developed and adopted in health management information systems in Uganda and Senegal, and rolled out into the districts. We are also working on these in Nigeria. This will address the data gap that has remained a challenge in eye health: providing planners with data about the actual burden of eye health needs. It is key to decision-making in healthcare and helps to ensure that eye health is prioritised to the level it deserves.

## Making sure all patients get the treatment they need

Sightsavers' Coordinated Approach to Community Health (CATCH) project ensures that patients who visit trachoma screening camps with another eye condition, such as cataracts, are given the treatment they need.

Sightsavers' advocacy under the CATCH project has focused on improving eye health systems and supporting a holistic approach to eye health within the broader national healthcare system, in line with WHO's Global Action Plan on Preventable Blindness. Working in Kenya, Uganda, Zambia, Malawi and Mozambique, our advocacy has also helped to improve Sightsavers' partnerships with ministries of health.

© Sightsavers/Jason J Mulikizia



**Image:** Lomoria (left), who is irreversibly blind from trachoma, with her daughter Nalita at an eye screening camp in Moroto, Uganda.

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## Risks and key challenges

### Risks

Risk identification and management is a key process within the organisation at all levels. All major programmes have their own risk mitigation logs, and the larger ones have their own governance processes.

At the organisational level we have a log of the top 13 risks. This has increased from 12 last year because we have split safeguarding into two risks – one for employees; the other for supporters and beneficiaries.

The log is regularly reviewed by the management team. The Audit Committee reviews the risk log at every meeting, and the global Council discusses risk at least once a year. Trustees are satisfied that adequate systems are in place to monitor, manage and, where appropriate, mitigate Sightsavers' exposure to the major risks.

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**I couldn't afford to go to a clinic, so I'm so grateful that Sightsavers came to help us.**

Fatuma and her granddaughter Filly, from Ruangwa in southern Tanzania.



© Sightsavers/Jason J Mulikita



The risks (and commentaries around mitigating strategies) are laid out below.

Risk	Risk management comments
<b>Recruitment and retention of key employees and contractors</b>	<p>Sightsavers relies on specialist staff, both in terms of technical/specialist knowledge and in managing complex projects. Attrition among this group has been low. We believe that the rapid growth (which continues) in many parts of our work is a motivational factor. However, this growth brings other risks as we need to recruit more specialists, and in some areas the markets for such skills are thin.</p> <p>The embedded HR arrangement continues to meet business requirements, and our HR business partners are very useful in terms of discussions around individuals.</p> <p>We are acutely aware of the stress levels in the organisation generated in part by our growth and activity levels – the downside of the excitement of success. We have introduced a mental health first aider within the organisation and are looking at what other wellbeing initiatives could be helpful. Our global staff survey undertaken this year was positive, but we undoubtedly need to be mindful of over-stretching the organisation in our drive for ever-more impact and value for money.</p>
<b>Safeguarding of beneficiaries, supporters and external contacts</b>	<p>We updated our safeguarding policy and our modern slavery statement in 2018 and have focused on training designated safeguarding leads (DSLs). We have also put considerable time into briefing and training for partners, tailored to their level of expertise. The section below covers this risk in more detail.</p>
<b>Health, safety and security events and other safeguarding issues concerning employees</b>	<p>Assessments and updates to the management team, and a quarterly business security risk assessment to the wider organisation, provide a strong level of support, along with immediate advice in the event of short-term issues. The CEO report to the board covers all security and safeguarding incidents affecting our programmes and staff as the first item on the agenda.</p> <p>There is a particular focus on Nigeria at the moment, as the programmes there are expanding rapidly.</p> <p>We have updated our induction training package to include mandatory training on safeguarding, which all staff and trustees must complete.</p>

Risk	Risk management comments
<p><b>Poor quality or strategic alignment of programmes</b></p>	<p>We have completed all our sector strategies and have thoroughly assessed all programmes against them to ensure strategic alignment. Our quality standards assessment tool (QSAT) has been upgraded and is now fully rolled out and on the live system. The ROAR group (Reflect, Oversight, Appraisal and Review) has been instrumental in supporting a coherent approach to developing programmes as part of a global portfolio. There is also a programme expert group that includes a number of trustees, which reviews specific programme issues and looks at all strategic evaluations.</p> <p>There is a risk that our portfolio is becoming more imbalanced and donor driven as we take on more, larger restricted grants and contracts.</p>
<p><b>Poor quality of programme implementation, leading to failures in services to beneficiaries or to deliver expected programme outputs and outcomes</b></p>	<p>The large new contracts in both disability and NTDs will require us to strengthen a number of the country offices, particularly in West Africa. Last year we appointed a new regional director, Fatoumata Diouf, based in Senegal, which will help us achieve this.</p> <p>We will need to increase our technical capacity on disability.</p> <p>Our work on our internal Programme Portal database has improved our ability to collect and report data. The next phase is to use this to improve analysis to support the value-for-money agenda. We have also transformed our procurement capability (see page 64).</p> <p>The contract management of the Disability Inclusive Development programme is a challenge, as it involves a complex structure around task orders. This is the first time we have managed this form of contract and it requires a lot more time and effort, from both us and our partners, than the usual form of contract.</p>
<p><b>Financial loss, disruption or damage to our reputation as a result of data loss, a failure of ICT, or in information security process controls</b></p>	<p>Our Cyber Essentials accreditation was confirmed in October 2018. In line with this, staff training on cyber security has been stepped up and we now have an information security team that proactively assesses risks and vulnerabilities of our systems across the world. The introduction process for new suppliers and partners now includes more intensive reviews of system capabilities, including data protection processes.</p>



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Muslima, from Bangladesh, with her mother following a cataract operation that saved her sight and enabled her to return to school.

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## Our challenges in 2018

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The external environment in 2018 was very challenging, and it looks as if 2019 may be more so. Several issues caused particular problems, as detailed here.



Safeguarding has become a sector-wide challenge, both in terms of protecting beneficiaries (and external stakeholders) and staff. The focus for the media and regulators has been sexual exploitation and abuse, and several initiatives are under way in the sector to tackle this. We have concerns about whether proposals being discussed will be feasible (or even legal) to implement, and it is unclear what impact this will have on Sightsavers and partners. Our response to measures introduced to date is elsewhere in this report, but we do not know what additional requirements will be placed upon us and what the cost might be.



This year there have been no incidents relating to safeguarding of beneficiaries, and no internal staff grievances upheld.



Negative stories about 'foreign aid' have continued, sometimes linked to NGOs, sometimes not.



A Sightsavers truck crosses a bridge in southern Liberia after carrying out screenings for river blindness.



A significant amount of effort has been put into managing regulatory challenges such as GDPR, securing our MHRA licence and our Cyber Essentials certification.



Security and conflict affected our ability to work in several countries, and the threat level in some has increased (such as in Cameroon and Mozambique). Natural disasters such as the cyclone in southern Africa at the beginning of 2019 also had an impact.



The tremendous amount of activity and achievement meant that there was a huge amount of work within the organisation, and a few major milestones unexpectedly came at the same time. This introduced considerable stress into the organisation and led to several departments being overstretched. We are very mindful of the potential impact of this on the mental health and wellbeing of staff. We will be reviewing our approach to wellbeing in 2019, as well as endeavouring to recognise the need to consolidate the gains made and avoid being over-ambitious in striving for new targets.

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## Outlook for 2019

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### A continuing focus on Sightsavers' mission

- Looking ahead, Sightsavers Ireland will continue to focus on the global organisation's mission to eliminate avoidable blindness and promote the rights of people with disabilities.
- We will continue our dedicated support of the organisation's ongoing collaboration with local and international partners to improve eye health, restore sight, eliminate NTDs and fight for disability rights.



### Engaging with our donors and partners

- Sightsavers Ireland will positively and appropriately engage with our many public donors, upon whose generous support we depend. We will continue to seek and develop our relationships with corporate, trust and foundation partners, as well as Irish Aid. Sightsavers Ireland will also ensure that all donors are kept informed of the progress and impact of their support.
- To build public awareness of our work, as well as our collaboration with Irish Aid, Sightsavers Ireland will host events and engage with the Irish media to increase public support to tackle the issues of avoidable blindness and disability rights.



### **Campaigning for disability inclusive development**

- With the planned 2019 launch of the Put Us in the Picture campaign for disability inclusive development policy, Sightsavers Ireland will call on the Irish government to take a leadership role in the global advancement of development that is inclusive of people with disabilities.
- We will work to raise public and political support to implement the Department of Foreign Affairs and Trade's A Better World policy for international development, and will encourage policies to be implemented that directly advance disability inclusive development.



### **Ensuring a high standard of governance**

- Sightsavers Ireland will continue to focus on maintaining best practice in all aspects of governance, including compliance with all relevant internal and external codes of practice (such as upholding the organisation's child safeguarding policy). We will achieve this through ongoing collaboration between the Sightsavers Ireland board of directors and the chief executive.
- Oversight of financial planning and management will be ensured through quarterly assessments conducted by the finance and audit committee (FAC), while oversight of the Irish Aid Programme Grant II (PGII) will be maintained by the Sightsavers Irish Aid Programme Board (SIAPB), which was established to ensure effective governance oversight of the PGII grant agreement.



# Spotlight on...

# Our supply chain

In 2018 Sightsavers achieved good distribution practices (GDP) certification, showing that our supply chain meets the highest standards, and we are now licensed to distribute pharmaceutical products.

A vital part of Sightsavers' work is ensuring our programme partners have the right supplies to treat beneficiaries safely and effectively. In some countries these supplies are not always available locally at the right quality or price, so we often purchase them on behalf of partners from global reputable suppliers.

In 2018, we redeveloped our supply chain quality management system and achieved good distribution practices (GDP) certification, a recognised international supply chain standard for pharmaceuticals.

Procuring goods and services is a major part of Sightsavers' work, yet can be complex because of the regulatory environment and increased scrutiny on our sector. We have always taken extreme care to ensure the goods we purchase are of the highest quality, in line with recognised standards: the safety of our beneficiaries is paramount. We strive to ensure we act ethically and that we procure goods that offer the best value for money.

We reviewed our supply chain in late 2017 and have since prioritised redeveloping our quality management system. The aim is to strengthen our supply chain controls and improve the way we document our decision-making, so we can follow best practice and meet our donor and regulatory obligations.





**Image:** An eye health worker in Zimbabwe prepares antibiotics to protect patients against trachoma.

To achieve these aims, we have overhauled our quality management system to comply with good distribution practices. We worked with specialists to revise our procurement policy and develop clear procedures and tools for all parts of our supply chain, including demand planning, sourcing analysis, supplier due diligence, purchasing, logistics and goods receipting.

This has enabled us to develop a robust framework that ensures we only buy high-quality goods from suppliers who are legally licensed to sell them, and who abide by the principles in our supplier code. The framework ensures all goods have adequate quality certificates, that we are able to trace them through the supply chain and that they are not altered or damaged. This ensures our beneficiaries are not put at risk.

Our first GDP certification inspection was carried out in October 2018 by the Medical and Healthcare Products Regulatory Agency (MHRA). This significant milestone gives Sightsavers staff a clear path for purchasing goods that are essential for our programmes, and will provide a strong foundation for us to redevelop our supply chain systems in 2019.

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## Structure, governance and accountability

Sightsavers Ireland (company number 377692) was incorporated as a company limited by guarantee on 5 November 2003, for the purpose of establishing a permanent presence in Ireland for Sightsavers.

Sightsavers Ireland and Sightsavers are separate legal entities and are affiliated through a deed of affiliation. Sightsavers Ireland is registered with the Charities Regulatory Authority and has a registered charity number of 20053246. We are also recognised by the Revenue Commissioners as having registered charity status and have a tax exemption number of CHY 15437.

Sightsavers Ireland is led by a governing authority called the Members. A board of directors reports to the Members. Each director is also a Member. The chief executive reports to the board of directors at its meetings, which are held at least quarterly. There is a clear distinction between the roles of the board and the chief executive, to whom the day-to-day management of the organisation is delegated.

The organisation's governance manual sets out the duties, responsibilities and the expectations of the Members, the board, the finance and audit committee (FAC), Sightsavers Irish Aid Programme Board (SIAPB) and the chairperson. The board of directors has collective responsibility

for the vision and mission of Sightsavers Ireland and for ensuring the organisation performs effectively to achieve maximum value and impact with the contributions of its donors and partners.

The principal responsibilities of the directors include, but are not limited to:

- Approving long-term objectives and strategy
- Approving annual operating and capital expenditure budgets
- Monitoring its performance in light of its strategy, objectives, business plans and budgets
- Overseeing operations, ensuring competent management and service delivery
- Reviewing the risk register, ensuring sound internal controls and risk management processes
- Appointing a chairperson and chief executive
- Determining the remuneration of the chief executive and arranging performance evaluation
- Ensuring adequate succession planning for the board and senior management
- Approving annual accounts and relevant resolutions to be presented to the Members at the AGM
- Undertaking periodic formal review of corporate governance and board performance.



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**My work is so motivating. When a cataract patient is treated and can see again, they are reborn.**

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Eye surgeon Dr Mwita is based at Lindi Hospital in southern Tanzania, where he carries out sight-saving cataract and trachoma surgery.

A statement of the directors' responsibilities in relation to the preparation of financial statements is set out on page 79 of this report. The board is supported by the finance and audit committee (FAC), which meets at least twice a year to review income and expenditure, annual financial statements and the external auditor's report before submission to the board, and to agree the operating and capital expenditure budgets for the organisation. The committee is responsible to the board of directors for ensuring there is a framework for accountability, sound financial systems and controls, and compliance with relevant financial regulations and best practice.

Members and board directors are non-executive appointments, serve on a voluntary basis and receive no remuneration for their services. In line with organisational practice, expenses directly related to board participation are reimbursed. Declarations are made at all board meetings by the directors to ensure that no conflicts of interest arise within the organisation. Members and directors are drawn from diverse backgrounds and bring a broad range of skills, expertise and experience to ensure the effective performance, oversight and accountability of the organisation.

In February 2018, a new member was appointed to the board of directors. Dr Daragh Fahey is a senior medical doctor (ophthalmology) and public health consultant with 16 years of experience working as a provider and commissioner of healthcare. He also serves as director of quality, safety and risk management at Tallaght Hospital Dublin.

A record of attendance at 2018 board meetings is provided below.

Board member	Attendance 2018
Jim Miley	6/6
Howard Dalzell	4/6*
Cathrine Burke	6/6
Bernadette Carr	5/6
Brenda Moriarty	6/6
Chris Kinder	5/6
Daragh Fahey	5/6

\*Howard Dalzell recused himself from one board meeting for reasons of conflict of interest. In advance of this decision, he consulted with the Chairman and the CEO.

© Sight Savers/ Jason J Mulikita



Mayasa and her husband Issa are from southern Tanzania. Their baby daughter was treated to protect her from trachoma.

Sightsavers Ireland is committed to the highest standards of transparency, governance and accountability to ensure it delivers maximum value and impact with the donations it receives from supporters and partners. The organisation therefore complies with the following codes of practice:

- The Irish Development NGOs Code of Corporate Governance
- Guidelines for Charitable Organisations on Fundraising from the Public
- The Dóchas Code of Conduct on Images and Messages

- The Statement of Recommended Practice, Accounting and Reporting by Charities.

Throughout 2018, the board of directors reviewed the organisation's compliance with these codes and maintained compliance with the Charities Institute Ireland Triple Lock standard, which recognises transparent reporting, ethical fundraising and good governance.

Sightsavers Ireland also submitted timely returns to the Lobby Register in line with established deadlines.



© Sightsavers/Dominique Catton

Sightsavers Cameroon country director Dr Joseph Oye with research coordinator Karen Atekem during the launch of a river blindness campaign in the Massangam region.



## Remuneration

Sightsavers' policy on remuneration is to ensure that the reward package offered to staff is competitive with other organisations in the areas where we work, both in terms of geography and type of role, to ensure we are able to recruit and retain staff. As stated previously, inability to do this is seen as a key risk to the organisation.

The salary level of all staff is externally benchmarked and it is the policy of Sightsavers Ireland to set salaries at the median level compared with similar jobs in the charity sector.

Note 8 to the Financial Statements contains details of staff salaries and pension arrangements, with the salary levels of senior management outlined within bands of €10,000 for all positions where remuneration is at €60,000 or above.

## Accountability

Sightsavers is a member of Accountable Now, an international organisation dedicated to helping international NGOs demonstrate and improve their accountability. We submitted the seventh formal report to the Charter Company Independent Review Panel (IRP) last year on the basis of performance in 2017. This was well received.

Areas highlighted as particularly good practice included our "approach to learning, sustainability and capacity building, policy regarding complaints and grievances, transparency, fair staff recruitment, development, and working environment".

Areas for improvement included "information on key likes/dislikes from beneficiaries, how stakeholders are involved in the advocacy process, and feedback from country offices regarding complaints at the programme level".

Sightsavers' global chief executive is the Vice Chair of Accountable Now.

The full report can be found online at <http://tiny.cc/accountablenow>.



“

**After four years,  
seeing my children  
again was a real  
happiness for me.  
I'm so happy!**

Naheed, from Pakistan, had cataract surgery on both eyes to restore her sight.

## Modern slavery

Sightsavers' modern slavery questionnaire was successfully completed in 2017, and its recommendations continued to be implemented in 2018. This included reviewing the Global Anti-Slavery Policy and planning to strengthen our oversight by developing key performance indicators against the policy, such as the number of staff who have completed training.

We made significant updates to our Supplier Code of Conduct, which sets out Sightsavers' expectations with regard to anti-slavery, human trafficking and the respect and support of internationally proclaimed human rights. This code of conduct is mandatory for all programme suppliers, and the updated version was signed by everyone operating under the older code.

The board published its second modern slavery statement in 2018 on our website. We had no reported incidents of modern slavery or human trafficking in 2018.

## Safeguarding

Safeguarding has continued to be a priority for the development sector over the past year. Sightsavers is committed to promoting a positive culture around safeguarding through effective procedures, risk mitigation and strong leadership. We believe safeguarding is everyone's responsibility and have continued to strengthen our approach by implementing our policy.

Our safeguarding manager and country designated safeguarding leads (DSLs) provide national and local expertise and act as safeguarding champions in each of the countries where we work. Together they have created country-specific safeguarding plans for each country, working with our partners to identify areas of risk, and creating opportunities to learn and develop our safeguarding approach. DSLs will continue to play a central role in raising awareness through training and partnership work, and reviewing our safeguarding approach at our annual DSL training days.

Embedding safeguarding has been achieved by working with teams across Sightsavers to identify and respond to risks as part

of our processes and infrastructure. Safeguarding assessments have been integrated into our programme design, and due diligence processes and safer recruitment training and guidance has been developed with our human resources teams for implementation in 2019.

In October 2018 the safeguarding body Keeping Children Safe (KCS) reviewed all of Sightsavers' policies and procedures related to safeguarding as part of a routine process. We were very pleased with the feedback given. "At the time of this assessment, Sightsavers was rated satisfactory across all the standards, with some excellent examples of good practice across all of the six standards, most notably within its approach to safeguarding, whistleblowing, and creating an organisational culture with safeguarding at its centre." (KCS central assurance assessment report, 10 December 2018.)

We ask our staff to report incidents of harm, exploitation and abuse as well as concerns about practices or infrastructures that may pose a risk to the safety and welfare of others. These concerns are logged centrally and help us to identify any trends and issues and learn lessons, which, in turn, help us to strengthen our practice.

Concerns have been identified in the due diligence processes as well as being reported to us by staff members, by our partners directly (who seek our help and advice to deal with their own concerns), and through third parties.

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Nine-year-old Mwiza (right) from Zambia plays with his friend, a year after receiving sight-saving treatment for trachoma.

© Sightsavers/Jason J Mulikita





# Outlook for 2019



Looking ahead, Sightsavers Ireland will continue to focus on the global organisation's mission to eliminate avoidable blindness and promote the rights of people with disabilities.

We will continue our dedicated support of the organisation's ongoing collaboration with local and international partners to improve eye health, restore sight, eliminate NTDs and promote the rights of people with disability.

Sightsavers Ireland will also positively and appropriately engage with its many public donors, upon whose generous support we depend, and will continue to seek and develop our relationships with corporate partners, trusts and foundations, as well as with Irish Aid. In all instances, Sightsavers Ireland will ensure that its donors are kept informed of the progress and impact of their support.

To build public awareness for our work as well as our collaboration with Irish Aid, Sightsavers Ireland will host events and engage with the Irish media to expand public support for the crucial need to tackle the issues avoidable blindness and disability rights.

Through implementation of the Put Us in the Picture campaign for disability inclusive development policy, Sightsavers Ireland will also continue to call on the Irish government to take a leadership role in the global advancement of disability inclusive development. We will work to raise public and political support for the implementation of the Department of Foreign Affairs and Trade's A Better World policy for international development, and will encourage policies to be implemented that help to advance disability inclusive development.

Finally, Sightsavers Ireland will continue to focus on maintaining best practice in all aspects of its governance.

This includes compliance with all relevant internal and external codes of practice, including maintenance of the organisation's child safeguarding policy. This will be accomplished through ongoing collaboration between the Sightsavers Ireland board of directors and the chief executive.

Oversight of financial planning and management will be ensured through quarterly assessments conducted by the Finance and Audit Committee (FAC), while oversight of the Irish Aid Programme Grant II (PGII) will be maintained by the Sightsavers Irish Aid Programme Board (SIAPB), which was established to ensure effective governance oversight of the PGII grant agreement.



# Spotlight on... Fundraising

Sightsavers Ireland's fundraising efforts throughout 2018 raised a net contribution of €4.156 million in voluntary support for our work. This was realised through donations from the public, corporate partners, and Ireland-based trusts and foundations.

## Major giving

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During the year, the Sightsavers Ireland Major Giving team secured contributions from individual donors, corporate partners, trusts and foundations through ongoing engagement, while established initiatives such as the Bright for Sight campaign continued to inspire corporate partners to support our work.

### Seeing our work in action in Mozambique

In September 2018, Sightsavers Ireland travelled to Mozambique with representatives from two of our corporate partners, Bank of Ireland and Dublin City Council, to see how their support has helped to change lives.

Staff from both organisations have supported our work in Nampula by funding the construction of a dedicated ophthalmic operating theatre and the first specialist eye department in the city's central hospital. Liguori Dobbin, from Bank of Ireland, said the trip was life-changing. "It was humbling to see Sightsavers' work," she explained. "I returned to Ireland thankful for my own health, eyesight and grateful for the life I have."

© Sightsavers/Alison Bough



Liguori Dobbin, from Bank of Ireland, travelled to Ribaué in northern Mozambique with Sightsavers Ireland.

## Supporter information evening

In November 2018, we hosted an information evening at the Royal College of Physicians in Dublin, giving our supporters the chance to celebrate Ghana becoming the first sub-Saharan African country to eliminate trachoma. Dr Sunday Isiyaku, Sightsavers Country Director for Nigeria and Ghana, shared his personal insight behind Ghana's milestone achievement and the ambitious plans his health teams have for the future.

## Bright for Sight initiative

On 22 June 2018, more than 30 companies across Ireland encouraged their staff to wear yellow to work, raising money to change lives worldwide. Fronted by Bright for Sight ambassador Dr Sinead Kane, companies taking part included The Body Shop, The Natural Bakery, AIB branches in Leinster, McBreen Environmental, The Book Centre, O'Brien Fine Foods and Post Insurance.

© Sightsavers/Alison Bough



Sightsavers' Dr Sunday Isiyaku (centre) with Usman Mukhtar Gajiram from University College Dublin and Dotun Adegbesan from Dublin City Council at the information evening.

## Our corporate partners



## Individual giving

The Sightsavers Ireland Individual Giving team continued to engage the public through the ongoing direct response TV programme, as well as quarterly mail appeals seeking public support for Sightsavers' eye health and NTD programmes.

### The End is in Sight campaign

In 2018 we launched our new public fundraising campaign as part of our Christmas appeal. Entitled The End is in Sight, it will raise money to help Sightsavers and partners eliminate trachoma as a public health problem by 2025 in the countries where we work.

More than 4,000 Sightsavers Ireland supporters have already become part of our biggest goal yet – helping to provide the antibiotics, surgery and environmental improvements to eliminate trachoma. The disease has already been eliminated in several countries, but 157 million people are still at risk. We want to raise awareness of this threat and encourage global communities to come together to make history by eliminating the disease for good.

### Leaving a lasting legacy to Sightsavers

In 2018 Sightsavers received legacy income of €226,017, and in the past five years our supporters have left gifts of almost €900,000 to support our sight-saving work. These generous gifts enable Sightsavers to plan and deliver crucial long-term work to eliminate the causes of avoidable blindness and ensure generations to come are freed from the threat of blinding diseases.

### Fundraising boost from our tax campaign

If a supporter is a taxpayer, either via PAYE or self-employed, and has given an annual donation of €250 or more to Sightsavers, we can claim back the tax they have already paid on their donations from the Revenue, up to 45%. This means a donation of €250 is actually worth €362.32 – that's an additional €112.32.

This extra amount could pay for a sight-saving cataract operation for a child, two sight-saving trachoma operations for adults, or medication to protect six communities from river blindness for a year. By signing a tax-efficient giving form, our supporters in Ireland increased the value of their donations to Sightsavers by an additional €167,730 in 2018.

© Sightsavers/Jason J Mulikita



When we first met two-year-old Nalukena (left) in Senanga in western Zambia, she had severe trachoma and was in a lot of pain. A year after being treated by a Sightsavers-supported eye health worker, the infection was gone and she was all smiles (right).

© Sightsavers/Jason J Mulikita



Community members at an eye screening in Itufa village in Senanga, western Zambia.

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## Financial review of 2018

In 2018, Sightsavers Ireland income totalled €6.113 million, representing a 0.6% increase on 2017 combined voluntary and institutional support for the organisation.

Within this total, 2018 voluntary income increased by 3.4% to €4.156 million, which comprised a 4.4% increase in individual giving support, totalling €3.667 million. Major giving income totalled €490,000, decreasing by 4% following the conclusion of the highly successful 2017 Christmas FM campaign.

As in previous years, the organisation received significant legacy support, which totalled €226,017, an increase on 2017. Income from Irish Aid remained steady at €1.738 million, while EU funding decreased following the 2017 conclusion of our EU-funded programme to improve health systems for people with disabilities in three regions of Sierra Leone.

Spending on charitable activities was at €4.734 million, a 0.3% decrease compared with 2017. This was allocated as follows: 40% to eye health; 9% to neglected tropical diseases; 25% to social inclusion; 22% to education; and 5% to policy and research.

Charitable spending highest was in Senegal (€671,238), Cameroon (€517,688), Liberia (€461,624) and Sierra Leone (€424,281).

€300,000 was drawn down to charitable expenditure from reserves in 2018, in line with Sightsavers Ireland's reserves policy.

### Reserves policy

It is the policy of Sightsavers Ireland to retain sufficient reserves to safeguard ongoing commitments and operations. The board reviews reserves annually to ensure sufficient funds are available to allow for spending and fundraising activity to continue, without disruption, in the case of a fall in income. All reserves are held in cash. The objective is to ensure the organisation can draw on the resources required to operate for a minimum of three months.



In November 2017, the board approved a reserves policy for Sightsavers Ireland, which had been prepared to bring Sightsavers Ireland's reserves policy into line with the policy of the global organisation. The intention is to retain sufficient reserves in Ireland to safeguard the continued functioning of the organisation, while ensuring the efficient and timely transfer of funds to the global organisation so maximum benefit can be delivered to our beneficiaries.

## Statement of directors' responsibilities

The directors are responsible for preparing the directors' report and financial statements in accordance with Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with Generally Accepted Accounting Practice in Ireland, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland and Irish law.

Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company for the financial year end date of the surplus or deficit of the company for that financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify

Expenditure on charitable activities

€4.73 million



those standards, and note the effect and the reasons for any material departure from those standards; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors confirm that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for ensuring that the company keeps, or causes to be kept, adequate accounting records that correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

## Risk management

The directors have responsibility for, and are aware of, the risks associated with the operating activities of Sightsavers Ireland. The directors are required to identify and review the strategic, operational, regulatory, people, political and environmental risks to which Sightsavers Ireland is exposed, and to assess the likelihood of such risks and possible level of impact they would have.

As part of the risk management process, the board, to review identified and potential risks of the organisation, undertakes an annual risk review. The major risks identified by the board are detailed in the company's risk register, together with mitigating actions agreed. These risks are also ranked by likelihood and impact. Management undertakes ongoing monitoring of the level of risk and reports on this to the board.

Appropriate control systems are in place to manage the risks of the organisation and to ensure compliance with laws and policies, ensure efficient and effective use of Sightsavers Ireland's resources, safeguard the assets and maintain the integrity of financial information produced.

Financial information is subject to detailed review, allowing for continuous monitoring of Sightsavers Ireland's operations and financial status. The board is satisfied that the systems are in place to monitor, manage and, where appropriate, mitigate Sightsavers' exposure to major risks.

## Lobbying and political donations

There were no political donations in 2018, and as a result, no disclosures are required under the Electoral Act 1997.

As required under the Regulation of Lobbying Act 2015, Sightsavers Ireland now records all lobbying activity and communications with Designated Public Officials.

## State of affairs and events after the balance sheet date

In the opinion of the directors, the state of the company's affairs is satisfactory and there have been no significant events since the balance sheet date.

## Disclosure of information to auditors

Each of the directors at the time this directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- that director has taken all steps that ought to have been taken as a director to be aware of any relevant audit information and to establish that the company's auditors are aware of that information.

## Books of account

To ensure that proper books and accounting records are kept in accordance with Section 281-285 of the Companies Act 2014, the directors have engaged appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The books of account are located at the company's premises at First Floor, Spencer House, Spencer Row, Dublin 1.

## Auditors

Crowe Ireland is eligible and has expressed its willingness to continue in office in accordance with Section 383(2) of the Companies Act 2014.

## Directors' signatures

  
Jim Miley

  
Cathrine Burke

Date: 4<sup>th</sup> June 2019





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Children at Nandenje Primary School in Ruangwa, southern Tanzania, waiting to have their eyes checked for trachoma.

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## Key people and suppliers

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### Charity number

CHY 15437

### Company number

377692

### CRA number

20053246

### Patron

Mr Michael D Higgins, President of Ireland

### Members

Ms Cathrine Burke

Ms Joan Burton TD

Dr Bernadette Carr

Ms Caroline Casey

Mr Simon Coveney TD (retired Feb 2018)

Mr Howard Dalzell

Dr Daragh Fahey (appointed Feb 2018)

Mr Fintan Glynn

Ms Patricia Hallahan

Mr Chris Kinder

Mr Jim Miley

Ms Mary Moorhead

Ms Brenda Moriarty

Mr Michael Murphy

Ms Fiona O'Malley

Ms Mary O'Rourke

Mr Gerry O'Sullivan

### Directors

Chairperson: Mr Jim Miley\*\*

Ms Cathrine Burke\*

Dr Bernadette Carr

Mr Howard Dalzell\* \*\*

Dr Daragh Fahey\* (appointed Feb 2018)

Mr Chris Kinder\*\*

Ms Brenda Moriarty\*

\* Members of the Finance and Audit Committee (FAC)

\*\* Members of the Sightsavers Irish Aid Programme Board (SIAPB)

### Company secretary

Mr Kenneth Moon (appointed May 2018)

Mr Gary Doyle (resigned May 2018)

### Chief executive officer

Mr Charlie Lamson (appointed Jan 2018)

## Registered office

1st Floor  
Spencer House  
Spencer Row  
Dublin 1

## Solicitors

Reddy Charlton  
12 Fitzwilliam Place  
Dublin 2

## Auditors

Crowe Ireland, Chartered Accountants  
and Statutory Audit Firm  
Marine House  
Clanwilliam Place  
Dublin 2

## Key staff

Mr Charlie Lamson (appointed Jan 2018)  
Mr Gary Doyle, Head of Operations  
(resigned May 2018)  
Ms Emma Kilkenny Wilson, Head of  
Individual Giving (maternity leave)  
Mr Declan White, Interim Head of  
Individual Giving (appointed Oct 2018)  
Ms Ciara Smullen, Head of Major Giving  
Ms Ali Bough, Communications and Public  
Engagement Manager (appointed Sept 2018)

## Principal bankers

Allied Irish Bank  
7/12 Dame Street  
Dublin 2  
HSBC Bank plc  
62-76 Park Street  
London SE1 9SW

# Independent Auditor's Report to the members of Sightsavers Ireland for the year ended 31 December 2018



## Report on the audit of the financial statements

### Opinion

We have audited the financial statements of Sightsavers Ireland for the year ended 31 December 2018, which comprise Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and Statement of Recommended Practice 'Accounting and Reporting by Charities' effective 1 January 2015.

This report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company's affairs as at 31 December 2018 and of its deficit for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and Statement of Recommended Practice 'Accounting and Reporting by Charities' effective 1 January 2015; and
- have been prepared in accordance with the requirements of the Companies Act 2014.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (Ireland) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there

is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinion on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and financial statements are in agreement with the accounting records.

## Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made.

We have nothing to report in this regard.

## Responsibilities of directors for the financial statements

As explained more fully in the Directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

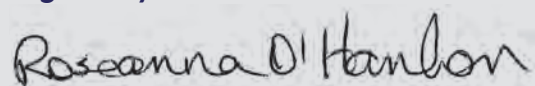
## Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: [www.iaasa.ie/Publications/ISA 700](http://www.iaasa.ie/Publications/ISA%20700) (Ireland). The description forms part of our Auditors' report.

Signed by:



Roseanna O'Hanlon

Date: 10/06/2019

For and on behalf of

Crowe Ireland

Chartered Accountants and Statutory  
Audit Firm

Marine House

Clanwilliam Place

Dublin 2

# Statement of financial activities for the year ended 31 December 2018

	Note	Unrestricted funds 2018 €	Restricted funds 2018 €	Total 2018 €	Unrestricted funds 2017 €	Restricted funds 2017 €	Total 2017 €
<b>Income from:</b>							
Donations and legacies	4	3,949,610	1,945,134	5,894,744	3,668,782	2,088,036	5,756,818
Income from charitable activities	4	-	218,824	218,824	-	316,089	316,089
<b>Total income</b>		<b>3,949,610</b>	<b>2,163,958</b>	<b>6,113,568</b>	<b>3,668,782</b>	<b>2,404,125</b>	<b>6,072,907</b>
<b>Expenditure on:</b>							
Raising funds	6	1,679,717	-	1,679,717	1,627,117	-	1,627,117
<b>Charitable activities</b>							
Health: eye care	5/6	1,094,904	799,879	1,894,783	1,189,850	1,296,515	2,486,365
Neglected tropical diseases	5/6	200,598	238,658	439,256	138,811	159,821	298,632
Education	5/6	643,371	377,197	1,020,568	501,898	352,507	854,405
Social inclusion	5/6	576,329	589,520	1,165,849	438,359	503,302	941,661
Policy and research	5/6	183,821	29,719	213,540	156,706	14,335	171,041
<b>Total charitable activities</b>		<b>2,699,023</b>	<b>2,034,973</b>	<b>4,733,996</b>	<b>2,425,624</b>	<b>2,326,480</b>	<b>4,752,104</b>
<b>Total expenditure</b>		<b>4,378,740</b>	<b>2,034,973</b>	<b>6,413,713</b>	<b>4,052,741</b>	<b>2,326,480</b>	<b>6,379,221</b>
<b>Net income/(expenditure)</b>		<b>(429,130)</b>	<b>128,985</b>	<b>(300,145)</b>	<b>(383,959)</b>	<b>77,645</b>	<b>(306,314)</b>
Transfer between funds	16	136,486	(136,486)	-	12,180	(12,180)	-
<b>Net movement in funds</b>		<b>(292,644)</b>	<b>(7,501)</b>	<b>(300,145)</b>	<b>(371,779)</b>	<b>65,465</b>	<b>(306,314)</b>
Total funds brought forward		965,746	98,500	1,064,246	1,337,525	33,035	1,370,560
<b>Total funds carried forward</b>	<b>16</b>	<b>673,102</b>	<b>90,999</b>	<b>764,101</b>	<b>965,746</b>	<b>98,500</b>	<b>1,064,246</b>

There are no recognised gains or losses other than the net income/(expenditure) for the year. All the above results are derived from continuing activities.

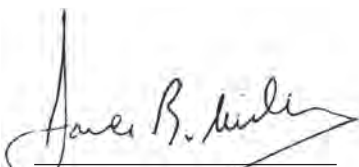
The notes on pages 90-99 form part of these financial statements.

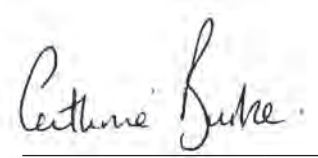
# Balance sheet as at 31 December 2018

	Note	2018 €	2017 €
<b>Fixed assets</b>			
Tangible assets	11	-	-
<b>Current assets</b>			
Debtors	12	459,693	685,205
Cash at bank and in hand	13	1,347,517	976,221
<b>Total</b>		<b>1,807,210</b>	<b>1,661,426</b>
<b>Creditors: amounts falling due within one year</b>	14	1,043,109	597,180
<b>Net current assets</b>		<b>764,101</b>	<b>1,064,246</b>
<b>Total net assets</b>		<b>764,101</b>	<b>1,064,246</b>
<b>Net movement in funds</b>		<b>(292,644)</b>	<b>(7,501)</b>
<b>The funds of the charity</b>			
Unrestricted funds	16	673,102	965,746
Restricted funds	16	90,999	98,500
<b>Total</b>		<b>764,101</b>	<b>1,064,246</b>

The notes on pages 90-99 form part of these financial statements.

On behalf of the directors

  
 \_\_\_\_\_  
 Jim Miley

  
 \_\_\_\_\_  
 Cathrine Burke

Date: 4<sup>th</sup> June 2019



# Cash flow statement for the year ended 31 December 2018

	Note	2018 €	2017 €
Cash flows from operating activities	Table A	371,296	(112,257)
Net cash provided by operating activities		371,296	(112,257)
<b>Change in cash and cash equivalents in the reporting period</b>		<b>371,296</b>	<b>(112,257)</b>
Cash and cash equivalents at the beginning of the reporting period		976,221	1,088,478
<b>Cash and cash equivalents at the end of the reporting period</b>	Table B	<b>1,347,517</b>	<b>976,221</b>

**Table A**

**Reconciliation of net expenditure to net cash flow from operating activities**

Net expenditure for the reporting period (as per the statement of financial activities)		(300,145)	(306,314)
<b>Adjustments for:</b>			
Depreciation		-	1,320
Decrease in debtors		225,512	12,070
Increase in creditors		445,929	180,667
<b>Net cash provided by / (used by) operating activities</b>		<b>371,296</b>	<b>(112,257)</b>

**Table B**

**Analysis of cash and cash equivalents**

Cash at bank and in hand		1,347,517	976,221
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# Notes to the financial statements for the year ended 31 December 2018

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## 1 General information

Sightsavers Ireland is an Irish charity registered in 2003 as a company limited by guarantee. It is engaged in preventing and eliminating avoidable blindness and promoting equal opportunities for people with disabilities. The company's registered office is First Floor, Spencer House, Spencer Row, Dublin 1.

## 2 Accounting policies

### Basis of accounting

The financial statements have been prepared under the historical cost convention in accordance with applicable accounting standards and the Companies Act 2014. Accounting standards generally accepted in Ireland in preparing financial statements giving a true and fair view, are those published by the Institute of Chartered Accountants in Ireland and the Financial Reporting Council. The financial statements are drawn up to reflect the format of the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)) – and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The accounting policies have been applied consistently throughout the current and previous year.

### Connected organisations

Sightsavers Ireland, a public benefit entity, was registered in November 2003, with the purpose of expanding the operations of Sightsavers and establishing a permanent presence in Ireland. The organisations are legally separate but coordinate activities based on legal agreements.

### Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the members in furtherance of the general objectives of the company and that have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the members for particular purposes. The use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. Details of restricted funds are set out in note 16.

### Income

All incoming resources are included in the Statement of Financial Activities when Sightsavers Ireland is legally entitled to them; it is probable that the income will be received and the amount can be measured with sufficient reliability. Grants from governments are recognised on a receivable basis. Unspent balances are carried forward within the relevant restricted fund.

Legacies are recognised at the earlier of estate accounts being finalised and Sightsavers Ireland being notified that a payment will be made.

## Charitable expenditure

Sightsavers works in developing countries with partner organisations. Expenditure by partners on overseas projects is charged when remitted. Other direct charitable expenditure is charged on an accruals basis. Expenditure is incurred on the continued support of medical projects, including the provision of surgical instruments and medical supplies, the rehabilitation, training and resettlement of blind adults, the education of blind children and the payment of bursaries to overseas students studying outside their home countries. All direct charitable expenditure is channelled through Sightsavers on a contract basis with Sightsavers Ireland.

All other expenditure is inclusive of irrecoverable VAT. Salaries are allocated according to the nature of the work performed by each member of staff. Other costs are allocated on a direct basis where possible or proportionate to departmental activity.

## Going concern

The directors have assessed whether there are any significant doubts regarding the company's ability to continue as a going concern and are unaware of any material uncertainties related to events or conditions that may cast significant doubt upon the company's ability to continue as a going concern.

## Depreciation

Tangible fixed assets costing more than €1,500 are capitalised at cost. Depreciation is provided on all tangible fixed assets in use at rates calculated to write off the cost or valuation of each asset over its expected useful life as follows:

Tangible fixed asset	Depreciation
Computer equipment	33%
Office fixtures and fittings	25%

## Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

## Debtors

Debtors are measured in the accounts at their recoverable amount.

## Creditors

Creditors are measured in the accounts at their settlement amount.

## Financial Instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable.

## Foreign exchange

### 1. Functional/presentational currency

The company's functional and presentational currency is the euro.

### 2. Transactions and balances

Income or expenditure arising from a transaction denominated in a foreign currency is translated at the exchange rate in operation on the date the transaction was incurred.

The balance sheet accounts are translated at the prevailing year end rates.

## Pension

The company does not operate a pension scheme. The company contributes to the personal pension plans taken out by eligible contracted employees. The contributions are charged to the Statement of Financial Activities when incurred.

## Employee holiday pay benefit accrual

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

## Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

## Judgements in applying accounting policies and key sources of estimation

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. Judgements and

estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. There were no estimates and assumptions, with the exception of the recovery of debtors, that are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

## 3 Taxation status

The company is exempt from taxation due to its charitable status in Ireland (Revenue Commissioners Registration no. CHY 15437).

## 4 Income

	2018 €	2017 €
<b>Donations and legacies</b>		
Individuals and major donors	3,582,222	3,535,281
Trusts	132,608	87,097
Companies	197,587	170,008
Other organisations e.g. churches, schools	18,053	13,512
Legacies	226,017	212,663
Irish Aid	1,738,257	1,738,257
<b>Total</b>	<b>5,894,744</b>	<b>5,756,818</b>
<b>Income from charitable activities</b>		
European Commission	218,824	316,089
<b>Total</b>	<b>218,824</b>	<b>316,089</b>

## 5 Direct charitable expenditure

	Health eye care €	Neglected tropical diseases €	Education €	Social inclusion €	Policy and research €	2018 €	2017 €
Bangladesh	170,200	-	-	-	-	170,200	80,510
Benin	-	-	-	-	-	-	10,000
Cameroon	91,098	28,521	179,556	214,805	3,708	517,688	436,197
Guinea	-	-	-	-	-	-	65,506
Guinea Bissau	-	15,000	-	-	-	15,000	23,886
India	167,353	-	-	45,387	-	212,740	-
Kenya	44,603	13,310	21,025	32,871	1,657	113,466	109,730
Liberia	302,487	29,877	52,128	73,025	4,107	461,624	443,710
Mali	79,499	10,492	14,900	23,294	1,174	129,359	163,130
Mozambique	108,984	34,058	25,230	39,446	1,988	209,706	94,867
Nigeria	-	-	-	-	-	-	165,802
Pakistan	30,968	-	-	-	-	30,968	68,226
Senegal	289,398	49,281	170,706	156,608	4,705	671,238	624,364
Sierra Leone	191,047	136,601	40,356	53,097	3,180	424,281	671,594
Tanzania	71,366	21,295	33,640	52,594	2,651	181,546	182,531
The Gambia	-	-	-	-	-	-	3,320
Uganda	-	-	68,080	202,639	-	270,719	203,893
Zambia	17,842	5,324	8,410	13,149	663	45,388	-
Regional: West Africa	29,220	8,393	14,441	20,546	1,138	73,738	89,808
Programme technical support	300,178	87,104	144,885	238,388	188,569	959,124	1,074,273
Advocacy, communication and education programmes	-	-	247,211	-	-	247,211	240,757
<b>Direct charitable expenditure</b>	<b>1,894,783</b>	<b>439,256</b>	<b>1,020,568</b>	<b>1,165,849</b>	<b>213,540</b>	<b>4,733,996</b>	<b>4,752,104</b>

Expenditure charged to the projects includes grants paid to partner organisations, representing an integral part of the company's programme work. The work of these local organisations is closely monitored.

Administration with regards funding of partner organisations is carried out through Sightsavers on a contract basis with Sightsavers Ireland. A full list of grants made to partner organisations by Sightsavers is included on the website at [www.sightsavers.org](http://www.sightsavers.org).

The Department of Foreign Affairs and Trade provides support to Sightsavers Ireland via Irish Aid Programme Grant II. This programme is focused on the support of projects based in four countries in West Africa, including eye health projects in Liberia, Senegal and Sierra Leone; the treatment of NTDs in Sierra Leone; and the encouragement of inclusive education and political participation in Cameroon and Senegal.

## 6 Total expenditure

	Grants payable €	Other direct costs €	Allocation of support costs €	Total 2018 €	Total 2017 €
Raising funds	-	1,415,664	264,053	1,679,717	1,627,117
<b>Charitable activities</b>					
Health – eye care	1,894,783	-	-	1,894,783	2,486,365
Neglected tropical disease	439,256	-	-	439,256	298,632
Education	773,357	228,221	19,000	1,020,568	854,405
Social inclusion	1,165,849	-	-	1,165,849	941,661
Policy and research	213,540	-	-	213,540	171,041
<b>Total</b>	<b>4,486,785</b>	<b>1,643,875</b>	<b>283,053</b>	<b>6,413,713</b>	<b>6,379,221</b>

## Support costs

	2018 €	2017 €
Directorate	95,000	95,000
<b>Governance:</b>		
External audit	9,622	7,917
Staff costs	81,029	73,393
Operational costs	97,402	103,995
<b>Total</b>	<b>283,053</b>	<b>280,305</b>

Directorate represents an apportionment of support and administration costs from Sightsavers based on the proportion of time spent on Irish activities.

## 7 Net income/(expenditure)

This is stated after charging:

	2018 €	2017 €
Depreciation	-	1,320
Auditors' remuneration	9,622	7,917
Operating lease – building	43,300	31,398

## 8 Staff costs

The average monthly number of Sightsavers Ireland employees during the year was:

	2018 No.	2017 No.
Chief executive	1	1
Operations, programme and institutional fundraising	3	2
Policy and campaigns	1	1
Fundraising and communications:		
Full time	5	4
Part time	-	1
<b>Total</b>	<b>10</b>	<b>9</b>

Total employee remuneration for the year was:

	2018 €	2017 €
Wages and salaries	492,132	445,939
Social welfare costs	53,085	47,810
Pension costs	18,998	2,135
Total Sightsavers Ireland	564,215	495,884
Allocation of staff costs from Sightsavers	95,000	95,000
<b>Total</b>	<b>659,215</b>	<b>590,884</b>

The number of employees whose emoluments were greater than €60,000 was as follows:

	2018 No.	2017 No.
€60,001 to €70,000	3	2
€70,001 to €80,000	-	-
€80,001 to €90,000	-	-
€90,001 to €100,000	1	-
<b>Total</b>	<b>4</b>	<b>2</b>

### Key management personnel

Key management personnel include the chief executive and the senior management team, for whom the total remuneration cost was €430,677 (2017: €184,750) including pension contributions of €18,428 (2017: €NIL).

In August 2017 the chief executive resigned and the total remuneration package up to August 2017 amounted to €67,750. A new chief executive joined January 2018 and his remuneration amounts to €93,640. The full disclosure of the chief executive's salary is available on the organisation's website.

## 9 Members/directors' expenses

During the year there were no expenses to either members or directors.

No emoluments are paid directly to the directors. Directors can be reimbursed for their travel and subsistence expenses for attending board, executive committee and team review meetings. Additionally, directors may occasionally visit Sightsavers Ireland partners and programmes overseas with costs of such trips being met by the company.

## 10 Pension costs

The company does not operate a pension scheme, but contributes to the personal pension plans taken out by our contracted employees, at a rate double the employee contributions up to a maximum of 10% of pensionable pay. The pension cost charge for 2018 was €18,998 (2017: €2,135). The outstanding payable amount due at year end for 2018 was €2,668 (2017: €NIL).

## 11 Tangible fixed assets

	Office Fixtures & Fittings €	Computer equipment €	Total €
<b>Cost or valuation</b>			
At 1 January 2018	70,405	4,750	75,155
Disposals	(70,405)	-	(70,405)
<b>At 31 December 2018</b>	<b>-</b>	<b>4,750</b>	<b>4,750</b>
<b>Depreciation</b>			
At 1 January 2018	70,405	4,750	75,155
Charge for the year	-	-	-
Disposals	(70,405)	-	(70,405)
<b>At 31 December 2018</b>	<b>-</b>	<b>4,750</b>	<b>4,750</b>
<b>Net book value</b>			
<b>At 31 December 2018</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>At 1 January 2018</b>	<b>-</b>	<b>-</b>	<b>-</b>

All fixed assets are held by the charity for use in meeting charitable objectives.

## 12 Debtors

	2018 €	2017 €
<b>(Amounts falling due within one year)</b>		
Prepayments and accrued income	459,051	685,205
Other debtors	642	-
<b>Total</b>	<b>459,693</b>	<b>685,205</b>



## 13 Cash at bank and in hand

	2018 €	2017 €
Restricted funds	347,403	327,908
Unrestricted funds	1,000,114	648,313
<b>Total</b>	<b>1,347,517</b>	<b>976,221</b>

## 14 Creditors

(Amounts falling due within one year)

	2018 €	2017 €
Accruals and deferred Income	21,735	13,857
Sightsavers (note 18)	983,684	517,220
Payroll taxes	15,734	12,256
Other creditors	21,956	53,847
<b>Total</b>	<b>1,043,109</b>	<b>597,180</b>

When cash is received in advance on performance-related grants, income is deferred until the performance conditions have been met.

## 15 Statement of funds

2018	Balance at 1 January 2018 €	Income €	Expenditure €	Transfers €	Balance at 31 December 2018 €
General reserve	965,746	3,949,610	(4,378,740)	136,486	673,102
<b>Designated funds:</b>					
Fixed assets fund	-	-	-	-	-
<b>Total unrestricted funds</b>	<b>965,746</b>	<b>3,949,610</b>	<b>(4,378,740)</b>	<b>136,486</b>	<b>673,102</b>
<b>Restricted funds:</b>					
<b>Donations and legacies:</b>					
Other	98,500	206,877	(214,558)	180	90,999
<b>Grants:</b>					
European Commission	-	218,824	(203,910)	(14,914)	-
Irish Aid	-	1,738,257	(1,616,505)	(121,752)	-
<b>Total restricted funds</b>	<b>98,500</b>	<b>2,163,958</b>	<b>(2,034,973)</b>	<b>(136,486)</b>	<b>90,999</b>
<b>Total funds</b>	<b>1,064,246</b>	<b>6,113,568</b>	<b>(6,413,713)</b>	<b>-</b>	<b>764,101</b>

Designated funds: the balance on the fixed asset fund represents the net book value of tangible assets at the balance sheet date. These are operational assets required for the day-to-day operations of the charity. ➤

- Unrestricted funds: the balance on the unrestricted fund represents the funds that have been raised by Sightsavers Ireland and which may be used at the discretion of the company in furtherance of the objects of the charity.

Restricted funds: the transfer to unrestricted funds of €136,486 relates mainly to funds received as part of restricted funding agreements that are provided for Sightsavers Ireland indirect costs. Restricted funds do not include any material funds subject to trust law restrictions.

## 16 Analysis of net assets between funds

2018	Tangible fixed assets €	Net current assets €	Net assets €
Unrestricted funds			
General	-	673,102	673,102
Designated	-	-	-
Restricted funds	-	90,999	90,999
<b>Total</b>	<b>-</b>	<b>764,101</b>	<b>764,101</b>

## 17 Leasing commitments

Sightsavers Ireland has a commitment to make future minimum lease payments under an operating lease expiring in June 2032 (with the option to terminate after five and 10 years). The obligation to make these lease payments falls due as follows:

	2018 €	2017 €
<b>Land and buildings</b>		
Within 1 year	38,000	38,000
Within 2-5 years	95,000	133,000
<b>Total</b>	<b>133,000</b>	<b>171,000</b>

## 18 Related party transactions

To achieve its mission, Sightsavers Ireland supports the overseas programmes of Sightsavers on a contract basis. At the end of the year, there was a related party balance owing to Sightsavers of €983,684 (2017: a balance owing to Sightsavers of €517,220).

	€
<b>Amount owing 2017</b>	(517,220)
Advanced	(466,464)
Repaid	-
<b>Amount owing 2018</b>	<b>(983,684)</b>

## 19 Controlling party

The members of Sightsavers Ireland are considered to be the ultimate controlling party.

## 20 Approval of financial statements

The board of directors approved these financial statements for issue on the .....04/06/2019.....

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

[www.sightsavers.ie](http://www.sightsavers.ie)

 **SightsaversIreland**

 **@SightsaversIE**

 **@sightsaversie**

Sightsavers Ireland  
First Floor  
Spencer House  
Spencer Row  
Dublin 1

+353 (0)1 663 7666

[info@sightsavers.ie](mailto:info@sightsavers.ie)

 **Sightsavers**