

Appointment Details

Chair of the Board of Trustees





Dear Candidate,

Thank you for your interest in the role of Chair of the Board of Trustees at Sightsavers.

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

It is my privilege to have been Chair of Sightsavers since July 2015, having served as Vice Chair for a few years previously. Following a thoroughly enjoyable and rewarding period in this role I will reach the end of my term in mid-2019.

Our vision and mission are compelling, and in the last few years we have seen some important landmarks in the work we do:

- In 2015 the world came together to agree the Sustainable Development Goals (SDGs), which have disability front and centre both in the 'leave no one behind' theme and the drive to report progress in a disaggregated way. Neglected tropical diseases (NTDs) and universal healthcare were both highlighted prominently.
- We have played a leading role in neglected tropical diseases, acting as the grant manager for major grants (totalling around £100m), which enabled us to hit a cumulative figure of 1 billion treatments delivered in 2017. We celebrated this with the late Professor Stephen Hawking at his last public engagement. We also hosted the Uniting to Combat NTDs Support Center, funded by the Bill and Melinda Gates Foundation.
- We are reaching increasing numbers of people through our eye health programmes across the world, strengthening health systems and increasing the number of sight restoring operations.

- We are also working closely with DFID and others on disability programmes.
- A series of our DFID funded programmes have been assessed as A+ or A++, demonstrating our commitment to excellence in implementation and enabling us to create a strong and ongoing partnership.
- Our advocacy both globally and at national level has been increasingly successful – successes range from enabling visually impaired people to vote in Cameroon to getting eye health indicators included in the health management information system in Bangladesh.

Our income exceeded £300 million last year (including a substantial amount of gifts-in-kind, mainly donated drugs), and overall Sightsavers continues to prosper and most importantly to deliver for our beneficiaries. This would not be possible without our generous supporters of all kinds from governments, to companies, to those individuals who give loyally month after month and those who remember us in their wills. Around half of our income comes from individual supporters.

I am also very grateful to our partners, our staff and volunteers (including our trustees), who work so hard to help us achieve our goals. I have been fortunate to work with an outstanding Chief Executive in Dr Caroline Harper and to chair a Board of highly skilled and dedicated trustees, and we are now seeking my successor.

If you share Sightsavers' vision and believe you have the necessary skills and qualities to chair the Board, we very much look forward to receiving your application.

Martin Dinham, CBE, Chair of the Board



About us

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

We prevent avoidable blindness in some of the poorest parts of the world by diagnosing and treating conditions such as cataracts and refractive error. We're also fighting to eliminate debilitating neglected tropical diseases such as trachoma and river blindness.

We promote equal opportunities for people with disabilities so everyone has the chance to learn, earn and be happy. We provide vocational training, help children with disabilities to go to school, and campaign to raise awareness of disability rights.

Sightsavers works in more than 30 countries around the world. We work with local, regional, national and international organisations, ministries, governments and non-governmental organisations to tackle problems at the root of avoidable blindness, such as access to clean water and education. We work alongside local communities to make changes for the long term, to support people who need it most.

Further information

For more information on our activities or organisation, please visit our website at: www.sightsavers.org





The context

The Sustainable Development Goals, launched at the UN in 2015, placed disability, universal health coverage and the elimination of Neglected Tropical Diseases at the heart of the global development agenda.

The statistics indicate the scale of the need:

- Over a billion people, about 15% of the world's population, have some form of disability.
- 253 million people across the world are visually impaired; 36 million are blind and 217 million have moderate/severe vision impairment.
- Over 80% of all visual impairment can be prevented or cured.

We have long been known for having clarity of vision, measurable impact and an outstanding return on investment. This reputation has been strengthened further over the last five years with programmes that have been in the vanguard of innovation and effectiveness within the field of development, neglected tropical disease elimination and disability.

For instance:

- We have emerged as a lead partner and intellectual thought leader in a number of complex, high profile coalitions, such as the International Coalition for Trachoma Control. Working collaboratively, we have secured grants worth over £100m which will enable us to make great strides in eliminating an ancient disease that has left millions blind.
 - Our now completed Programme Partnership Agreement from DFID has enabled us to invest in the redesign of our education programmes and innovation in health financing mechanisms in Africa, such as the launch of the Cameroon Cataract Performance Bond aimed at scaling and replicating effective eye health delivery models in West Africa and beyond.
 - We have continued to perform strongly on programme implementation. DFID awarded us an A+ or A++ assessment on a range of funded programmes demonstrating our track record of meeting and in many cases exceeding targets and outcomes. Excellence has been acknowledged in our supporter engagement work too with a 'Best in Charity Sector' award in both the 2016 and 2017 Top 50 Companies Customer Service Awards.
 - Additionally, another mark of our growing reputation is our newly granted independent research organisation status, something very rare in the NGO world, which recognises our ability to contribute to the furtherance of knowledge and enables us to apply for grant funding from the Medical Research Council.
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Last year our income had grown to just over £300m (approximately £230 million of which is gifts in kind in the form of Mectizan for the treatment of river blindness and some Zithromax for the treatment of trachoma in Sudan). We are now attracting a diversity of high profile and demanding funding partners including DFID, The Commonwealth Summit Fund, the Bill and Melinda Gates Foundation, The Queen Elizabeth Diamond Jubilee Trust, Big Lottery Fund and a constellation of global philanthropists. We will very shortly hear about bids worth over £100m for a number of ambitious and game-changing projects.

While institutional funding has grown especially rapidly in recent years, it is complemented by a mass donor base of more than 155,000 individual donors whose giving has held up well despite the strong headwinds facing the wider charitable sector. We fundraise in Ireland, Italy, Scandinavia, US and India, and have a presence in the UAE.



The Executive Team is led by Dr Caroline Harper CBE who joined Sightsavers in 2005. Caroline's background was in the oil and gas industry. She shares a commercial background with many of her leadership team where she has fostered a culture of professional excellence, collaboration and transparency. The Board is similarly high calibre and functions extremely efficiently and in a collegiate fashion (See Appendix 1 for Trustee profiles).

Looking to the future we are determined to push on and free generations to come from the threat of blindness from trachoma and a number of other NTDs. We are now in striking distance of this historic achievement. Through our leadership of the Global Trachoma Mapping Project and extensive partnerships we have seen resources directed quickly to the places of greatest need.

With our vision directly aligned to DFID's current strategic commitments to disability inclusion, recently reconfirmed alongside their plan to host a Global Disability Summit in July, Sightsavers is perfectly positioned to be a partner and leader in implementing programmes that support the underlying theme of the SDGs to 'leave no one behind'.

This represents an exciting opportunity to assume the position of Chair of the Board at Sightsavers International and ensure cohesion across the 'family' of Sightsavers' organisations across the world.

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 Glob Health*. 2017 Sep;5(9):e888-97.

World Health Organisation. Disability and Health. Fact Sheet January 2018, available at <http://www.who.int/mediacentre/factsheets/fs352/en/>

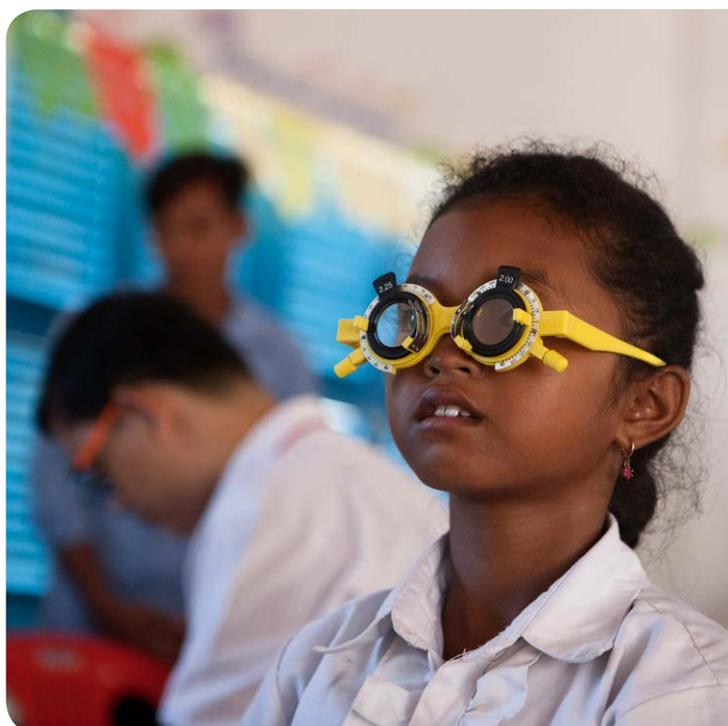
Governance

Sightsavers is the working name of the Royal Commonwealth Society for the Blind. Originally founded in 1950, it is now a company incorporated by Royal Charter dated 28 February 1990, as amended on 8 July 2009 (company number RC000706) and is a charity registered in England and Wales (207544) and Scotland (SC038110). It is regulated by the Charity Commission. We have a governing Board of trustees (currently 14), which is often referred to as the Council. The Council is committed to maintaining a high standard of corporate governance. Council members, all of whom are non-executive and unremunerated except for the reimbursement of essential expenses, are drawn from diverse, international backgrounds. They bring a broad range of relevant experience and skills to Council discussions. The Chair is appointed to the Council for an initial term of four years, extendable by mutual agreement by one further term of four years. The following link will take you to the section of our website where you can read the profiles of our existing Trustees:

www.sightsavers.org/how-were-run/uk-board

There are four committees of the Council, on one or more of which the Chair may be invited to serve:

- Audit, which reviews audit activities, the risk and control framework, the effectiveness of our processes and the annual report and statutory accounts;
- Investment, which monitors investment performance and treasury activities;
- Remuneration, which monitors remuneration policy, succession plans and key salary decisions; and
- Governance, which monitors legal and registration issues and advises on the appointment of trustees and honorary officers.



Committees may also include external specialists who volunteer to use their expertise to assist the committees on an ongoing basis. In addition to the formal governance committees, a Programme Expert Group meets twice a year and provides advice and insights on more detailed programme matters.

There is a clear distinction between the oversight role of the Council and the responsibility of senior management for the day-to-day running of the organisation. Matters such as policy and strategic plans are prepared by senior management for consideration and approval by the Council.

It is anticipated that the individual appointed to become Martin Dinham's successor as Chair would join the Council in the second half of 2018 as Trustee and Chair Designate, whilst having the opportunity to become fully acquainted with the role, Board and organisation before Martin stands down formally in 2019.

Job description

The role

The Board of Trustees play a key role in the stewardship of our mission and in ensuring the charity complies with its governing document and charity law.

The Chair and Trustees offer strategic guidance, expertise and advice to help ensure that the charity achieves the purpose for which it was set up. In addition to being involved in the strategic development and financial planning of the activities of the charity, the Chair will also be part of a group of people who are passionate about Sightsavers' vision and mission.

You will bring strategic clarity to maximise the stewardship and effective use of our resources, ensuring that the Board is focused on fulfilling its strategic role rather than being drawn into more tactical issues.

You will bring strong relational ability and emotional intelligence, enabling you to draw the best out of the Trustees as well as developing good rapport with the Chief Executive.

Alongside this you will bring proven experience of governance and a clear understanding of the distinction between non-executive and executive responsibilities.

You will be an ambassador for Sightsavers in the public arena, with the ability to effectively represent and raise the profile of Sightsavers amongst government, opinion-leaders, funders and a wide range of partners within the international development sector.





Chair responsibilities

Strategic leadership

- Provide ambitious and wise leadership to Sightsavers and the Board, ensuring that we achieve maximum impact for the beneficiaries we serve.
- With the help of the Chief Executive and Senior Management, formulate and regularly review Sightsavers' vision, mission, values and long-term strategy as well as policies for their fulfilment.
- Work closely with the Chief Executive to give direction to Board policy-making and to ensure that meetings are well-planned and meaningful.
- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision-making process.
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the charity.
- Ensure that the Board operates within its charitable objectives, and provides clear strategic direction for Sightsavers.
- Ensure that the Board is able to regularly review major risks and associated opportunities, and ensure that systems are in place to take advantage of opportunities whilst managing and mitigating risks.
- Ensure that the Board fulfils its duties to ensure the sound financial health of the charity, with systems in place to ensure financial accountability as well as robust safeguarding policies and practices.

Governance

- With the members of the Board, ensure good governance of the charity.
- With the Vice Chair ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the charity effectively, reflecting the diversity of the constituencies we serve.
- Build strong working relationships with the Chairs of the other Sightsavers' Boards in Ireland, Italy, Scandinavia, US and India to ensure cohesion and unity.
- Conduct an annual appraisal with each trustee.

External Relations

- Act as an Ambassador for Sightsavers and play a strategic role in forging and deepening partnerships that bring value to the organisation.
- Act as a spokesperson for the organisation when appropriate.
- Represent Sightsavers at external meetings and functions.

Relationship with the Chief Executive and the wider Management Team

- Establish and build a strong, effective and constructive working relationship with the Chief Executive.
- Partner with the Chief Executive in a way that brings encouragement, challenge, counsel and inspiration, whilst respecting the boundaries which exist between the two roles.
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns and challenges.
- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other Trustees.
- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support.





Person profile

Experience

- Experience of operating at a senior strategic leadership level within an organisation.
- Successful track record of achievement throughout career.
- Experience of charity governance and working with or as part of a Board of Trustees.
- Significant experience of chairing meetings and events.
- Experience of external representation, delivering presentations and managing stakeholders.

Knowledge and Skills

- A broad knowledge of and/or interest in international development and global health.
- Strong leadership skills, with the ability to motivate others and bring people together.
- Financial management expertise and a broad understanding of charity finance issues.
- A good understanding of charity governance and the role and responsibilities of trustees.

Personal qualities

- Credibility and gravitas to lead a significant international organisation.
- Strategic vision and strong interpersonal and relationship-building abilities.
- Ability and willingness to represent Sightsavers in an ambassadorial capacity.
- Strong networking capabilities that can be utilised for the benefit of the charity.
- Valuing of others, with the ability to foster and promote a collaborative team environment.
- Tactful and diplomatic, with the ability to listen and engage effectively.
- Strong integrity and honesty, with the ability to be proactive.

Time commitment

The time commitment required of the Chair is likely to equate to approximately 2 days per month. This will include:

- 3 Trustee meetings per annum of at least half a day each, normally held in London (but with options for remote attendance where necessary),
- An annual strategic 'awayday' event over two days.
- Sitting on the Governance and Remuneration sub-committees which meet three times per year and often on the same day as Board meetings.
- Regular informal meetings with the Chief Executive.
- Representing Sightsavers at various events and meetings with key stakeholders.
- Occasional visits to Sightsavers' operations and programmes overseas.

Term of Appointment

The Chair is appointed for a term of 4 years extendable by mutual agreement for one further term of four years. The role is unpaid but reasonable expenses are reimbursed.





How to apply

Applications should be sent by email to Mark Powys-Smith at mark.powys-smith@macaulaysearch.com

The closing date for applications is Wednesday 16th May 2018.

Your application should comprise:

- A full CV including a full employment history showing more significant Executive and Non-Executive positions, responsibilities held and relevant achievements;
- A covering note of not more than one and a half pages summarising your motivation and reasons for being interested in the Chair position at Sightsavers;
- Daytime, evening and/or mobile telephone numbers (to be used with discretion).

The Process

Macaulay Search has been engaged as advisor on these appointments. A selection of candidates will be invited to be interviewed on Tuesday 19th June by the appointment panel chaired by Chris Kinder (Vice Chair). At that time there would also be an opportunity to informally meet Caroline Harper, the Chief Executive.

You can expect to hear from Macaulay Search if you have been invited for interview by end of the day on 28th May.

APPENDIX Current Trustees

Chris Kinder (Vice Chair)

Chris joined the Sightsavers audit committee in 2012 after retiring as a partner of Accenture. In 2013, he was appointed a trustee and Chair of the committee. Chris is also Chair of a family charitable trust that supports young people in the arts, and is on the board of Afghanaid. He is on Sightsavers' governance and remuneration committees, and is a member of the Programme Expert Group (advisory).

Bill Kendall (Honorary Treasurer)

Bill was appointed Honorary Treasurer of Sightsavers' board of trustees in 2016. He is an international investment banker, with nearly 30 years of corporate finance experience at Morgan Grenfell, Lehman Brothers and Vollman Brothers, which he founded in 2002 and where he is currently the managing director.

A chartered accountant, Bill qualified with Price Waterhouse. He chairs the Sightsavers investment committee and is a member of the audit, governance and remuneration committees. He is also a board member of Sightsavers in the USA.

Dr Robert Chappell

Robert has been a Sightsavers trustee since November 2009 and is also on the audit committee. He is currently Chairman of the board of management for the European Diploma in Optometry, and Chairman of the UK Optometry Giving Sight Committee. Robert trained as an optometrist at City University in London and specialises in the treatment of specific learning difficulties.

Mike Chilton

Mike is Chief Finance Officer at Private Infrastructure Development Group. Prior to this he was the Finance Director at Cenkos Securities, a UK-listed stockbroker, and the Finance and Risk Director at National Savings and Investments (NS&I), a government department that is one of the UK's largest savings organisations.

Mike trained as a chartered accountant with PWC. Before joining NS&I he worked at Standard Chartered in a variety of finance and risk roles, including as Chief Finance Officer for its African business. Mike is on Sightsavers' audit, investment, governance and remuneration committees.

Howard Dalzell

Howard worked at Concern for 22 years, the final nine as Policy Director. A highlight of his work was developing community management of acute malnutrition, which has been adopted by the UN and more than 55 governments. Howard is also a member of the board for Sightsavers in Ireland and is part of Sightsavers' Programme Expert Group (advisory).

Stephen King

Stephen has extensive international experience of programme work to help people with disabilities. He retired as a Director of the Royal National Institute of the Blind in 2013. Stephen is also on Sightsavers' governance and remuneration committees. He is also Chair of Sightsavers Sweden and Sightsavers Norway and a board member of Sightsavers Italy.

Dr Manoj Parulekar

Manoj has been a Sightsavers trustee since July 2013, he is a Consultant Ophthalmologist at Birmingham Children's Hospital and has produced an educational video for the Sightsavers Vision 2020 Programme. He is a council representative for Sightsavers in India and a member of the Programme Expert Group (advisory).

Elaine Lee

Elaine is an advisor at direct marketing trade association, DMA, and co-chairs its Vulnerable Taskforce. She is a Telephone Preference Service board member and a member of the Institute of Fundraising. In 2005, she co-founded marketing consultancy firm, ReynoldsBusbyLee, which works with commercial and charity clients to improve customer experience.

Maryanne Diamond

Maryanne has been a Sightsavers trustee since July 2015. She is General Manager for media, communications and engagement at the National Disability Insurance Agency with the Australian government. She is also a past President of the World Blind Union and a past Chair of the International Disability Alliance.

Barry Hoffman

Barry has been a Sightsavers trustee since July 2015. He has more than 15 years of experience in the IT industry and is currently group HR Director of Computacenter. He a member of Sightsavers' remuneration and governance committees and a director of Sightsavers Italy.

Dr Uche Amazigo

A biologist with training in public health and parasitology, Uche is currently a consultant in public health with emphasis on community-directed interventions. From 2005 to 2011 she was Director of the World Health Organization African programme for onchocerciasis control. She is also a board member of Sightsavers in Kenya and is a member of Sightsavers' Programme Expert Group (advisory).

Abia Akram

With a personal experience of physical disability, Abia has been involved in the disability movement since 1997 and aims to give a voice to women with disabilities. She has lobbied parliamentarians and the UN to develop advocacy strategies and raise awareness, and she coordinates efforts to include people with disabilities in the implementation of the 2030 Agenda and its Sustainable Development Goals.

Mavis Owusu-Gyamfi

Mavis is a political economist with expertise in investment and international development, both with governments and non-governmental organisations. She is Director of Investment with UK-based foundation The Power of Nutrition.

Professor Christopher Whitty

Chris is an epidemiologist and physician at the London School of Hygiene and Tropical Medicine and an expert in international public health. He is also Chief Scientific Advisor at the UK's Department of Health and currently the interim Chief Scientific Advisor to the British government.