

A close-up photograph of two young children, likely of African descent, smiling broadly. The child on the left is slightly behind the one on the right. They are both wearing patterned clothing. The background is a warm, textured wall.

Director  
of Global  
Fundraising  
and Marketing

# Welcome

Dear Applicant

Thank you for your interest in Sightsavers. We are looking for a new Director of Global Fundraising and Marketing, a new role to provide strategic leadership of our international income generation. Over the past eight years, Sightsavers has grown from an overall cash income of £39m, to over £100m last year. We have a solid financial base with both the reserves and liquidity needed. The unrestricted funds coming from our fundraising have been a critical part of our growth and financial capacity - circa £40m out of the total in 2019.

Sightsavers is sometimes seen as having a mission in three parts – supporting eye health services, promoting inclusion for people with disabilities and working to eliminate neglected tropical diseases. Actually these three pillars are interwoven – we are increasingly focusing on ensuring all our programmes include people with disabilities, and with both eye health and NTD programmes we recognise the critical importance of building strong health systems and integrating the programmes within them. This means we have impact longer term via systemic change as well as transforming the lives of individuals whose sight is restored or who are able to work or learn having previously been left behind by poor attitudes to disability.

We are very proud of our achievements over the years – reaching vast numbers of people, having increasing influence on policy both in the UK and across the world and making significant progress towards our long term goals. We are also proud of the way we have developed – especially the strong partnerships, both in the countries where we work and at the global level. We have won awards for our service to supporters. We have a very positive culture (evidenced by staff surveys and very low staff turnover) with offices around the world almost entirely consisting of national staff.

I have been CEO of Sightsavers for nearly 15 years, having come previously from the corporate world. This organisation is highly professional, with a commitment to delivering high quality, value for money programmes that work both for those people who benefit from them, and the donors who provide the money we need. We have a great fundraising and marketing team who are already very successful. The board has some really high powered people on it, who provide rational challenge and great support. We are looking for someone to join us who has drive and determination, an analytical yet pragmatic approach, and the ability to work in a collegiate way with people from different cultures and disciplines.

I love working at Sightsavers – I have never regretted leaving the corporate sector and joining this organisation. We are on an upward trajectory in so many ways – income, influence and scale. Can you help us continue or even accelerate this trend?

**Caroline Harper**  
CEO





# About Sightsavers

**Across the world, 253 million people are blind or visually impaired, yet 75 per cent of all blindness could be prevented or cured.**

Almost 90 per cent of people with visual impairments live in low or middle income countries. Poverty and blindness are inextricably linked, depriving many people in poorer countries of basic human rights.

Sightsavers is one of the world's leading non-profit organisations dedicated to eliminating avoidable blindness, preventing disease and promoting equal opportunities for people with disabilities. We work with local partners in more than 30 countries across Africa and Asia.

We've been changing lives worldwide since the organisation was founded in 1950. During this time, Sightsavers and partners have:

- Provided more than **9.7 million** operations to restore sight
- Distributed more than **one billion** treatments to protect people from neglected tropical diseases such as trachoma and river blindness
- Trained more than **550,000** primary eye care workers
- Provided rehabilitation and training to more than **220,000** people who are blind or have low vision
- Distributed more than **3.5 million** pairs of glasses to people with refractive error

We work sustainably to promote lasting change. We help to improve existing health services and support local organisations wherever possible, fostering independence and building local capacity to ensure services can continue in the future. We also seek to influence governments through advocacy and by demonstrating models of best practice that can be scaled and adapted.

We pride ourselves on the cost-effectiveness of our work. Our rigorous monitoring and evaluation ensures that funding is used efficiently and effectively to maintain our high quality standards.



# Team Responsibilities

**Direct Marketing team.** The DM team have responsibility for all of our offline fundraising including DRTV, inserts, mail packs, events and legacies. They also directly manage Sightsavers Italy, a team of 4 based in Milan.

**Digital Fundraising team.** The DF team manage all of our online fundraising, social advertising and web customer journey optimization. Sightsavers Norway reports to the Head of Digital Fundraising (one member of staff in Oslo).

**Fundraising Services** covers our database team and supporter care. We have a small in house team and then outsourced operations for call centre and thanking and banking.

**The Fundraising Analysis team** provide analytical support to all of the fundraising teams, along with data selections and monthly management reports to the management team.

**Major Donor and Events.** We have an established network of high value donors in the UK, as well as internationally, which this team leads on.

**Online and Design team.** This team manages all of our websites and is a shared resource across the global organization. They also provide a design service which includes brand management, the annual report, strategy documents, and other collateral that is required.

**HR Business Partner.** We have two Senior HR BP's. One who sits in Finance and Performance and looks after that directorate, including overseas staff, and one who reports into the Director of Global Fundraising and Marketing. The BP for Fundraising also looks after the NTDs department and the Policy and Programme Strategy department.





# Role Profile

## Job purpose

The Director, Global Fundraising and Marketing, provides strategic leadership and oversight to the fundraising and marketing department. Unrestricted income opportunities need to be maximised, alongside growing the number of individual donors.

This role will also oversee the online and design team to ensure that the global web presence is promoting and protecting the brand and organisational messages, and to manage external communications and marketing through the global websites. Leading a department of around 65 people, they will have specific responsibility for the delivery of the global fundraising, digital fundraising and website strategies.

The role currently covers the UK, Italy, Sweden and Norway with (digital based) expansion into the US planned for 2020, and has direct responsibility for new market entry. Close working relationships are also in place with Ireland and India, and the Director will act as an advisor to them to ensure we optimise returns on the global fundraising portfolio.

## Main responsibilities

1. Provide global strategic fundraising leadership. Set clear strategic direction and drive ambitious, achievable targets for all fundraising income streams. Manage investment based on ROI across channels and countries, optimising income. Ensure on-going review of the existing fundraising portfolio, and external fundraising market; develop business cases for investment in new fundraising opportunities and manage disinvestment in other areas.
2. Global responsibility for fundraising income. 2020 targets of £40m income and an expenditure budget of £11m. Liaise with CEOs and fundraising directors in Ireland and India to ensure that plans and activities fit with global optimisation of investment whilst honouring local differences.
3. Develop global financial KPIs and produce reporting to enable global investment decisions to be made on good evidence, and to enable benchmarking of our performance. Maximise the lifetime value of the donor base across the world.
4. Take an active role in the Sightsavers management team. Be an advocate for fundraising and marketing both externally and internally. Maintain the balance needed between ethical marketing and the need for income generation.
5. Present at and attend council meetings in the UK as needed.
6. Provide strategic direction and support to the online and design team and digital fundraising teams to drive our digital fundraising and website strategy. Support and embed the strategy of being digital at the start across the organisation and keep up to date with latest developments in the field.
7. Oversee the online and design team to manage a high performing global website, and provide excellent design services, both online and offline, to the rest of the global organisation.
8. Be accountable for fundraising support services including database management and supporter care. Maintain our award winning customer service, ensuring all stakeholders get the right experience when they interact with us.
9. Manage fundraising-related governance, writing and keeping up to date policies and data on all aspects of fundraising. Ensure the organisation complies with relevant regulations, standards and legislation in relation to our income generation and marketing activities. Manage relationships with fundraising regulators in relevant territories.
10. Build a shared view of how to optimise and consistently present the Sightsavers brand. Ensure that all supporter and website communications are appropriate and engaging for our core target audiences, and provide the best opportunities for awareness, engagement and income generation as appropriate.
11. Provide support to the HR Business Partner who works with Fundraising and also the NTDs and PS2 departments.
12. The jobholder will be responsible for ensuring that everyone working in her/his area has been made aware of the Safeguarding policy and procedures and should take appropriate action if compliance is not maintained.

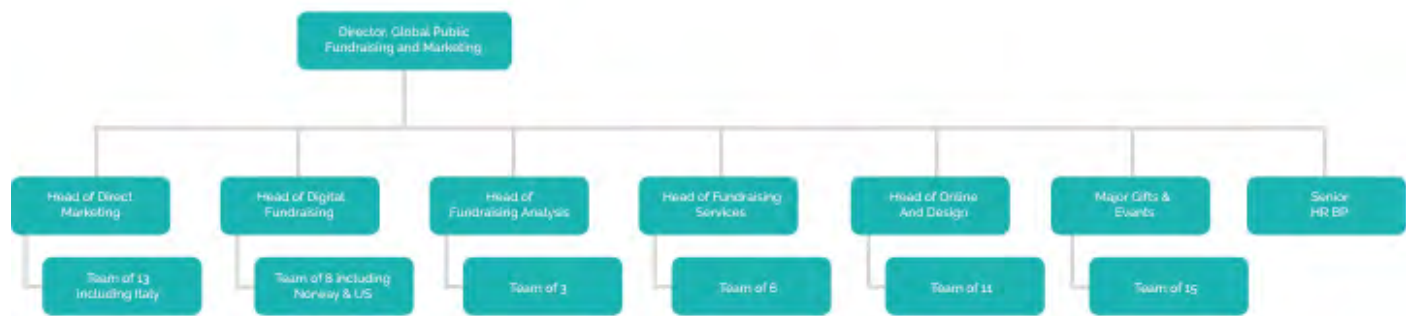
# Person Specification

- Extensive experience and a proven track record in establishing and growing a broad range of income streams, across multiple markets, and setting and meeting ambitious income targets.
- Experience of working at senior level in a charity of a similar size in a role which requires an organisation-wide, cross-functional strategic perspective on issues, challenges and opportunities. For an exceptional candidate, similar experience at senior level in a for profit organisation undertaking sales and marketing to the public could be acceptable.
- Demonstrable track record of leading, motivating and managing high-performing teams and achieving improvements in efficiency and effectiveness, including managing a dispersed team across multiple markets with different languages and cultures.
- Must have experience of responsibility for managing 'the bottom line' – either P&L within the corporate world or to cost and income targets within the voluntary sector, and reporting on key performance.
- A good solid negotiator, with strong diplomatic skills.
- Experienced in creating and developing an income and engagement strategy, and ensuring the development of clear plans to deliver it.
- Demonstrable understanding of communications and marketing with experience in developing reach, reputation and brand.
- Demonstrable experience in relationship building and developing partnerships both internally and externally.
- Ability to draw on existing networks and develop these further in support of Sightsavers.
- Commercially astute with sound budgeting and planning skills. Able to identify activities that will optimise return on investment across the portfolio, driving business efficiency, setting and achieving key performance indicators.
- Ability to engage others in driving plans forward with energy and credibility.
- Digital fluency with a contemporary understanding of how the digital environment can be optimised to support a business in all that it does, particularly income growth.
- Extensive experience and knowledge of good fundraising practice and knowledge of current charity legislation and codes of practice related to individual giving.



# Structure Chart

## Department structure



## Senior management team structure



# Terms of appointment

<b>Salary</b>	Competitive
<b>Location</b>	35 Perrymount Road, Haywards Heath
<b>Benefits</b>	<ul style="list-style-type: none"><li>• Sightsavers offer enhanced maternity, adoption and shared parental pay; an Employee Assistance Programme and wellbeing related discounts.</li><li>• We support greener travel options; providing employees with interest free rail travel loans and a cycle to work scheme.</li><li>• All colleagues benefit from free life assurance from day 1, equivalent to 4 times their annual salary.</li></ul>
<b>Working hours</b>	Full time, 35 hours a week
<b>Annual leave</b>	26 days annual leave, 4 must be taken over the xmas period
<b>Pension</b>	A very attractive pension scheme; Sightsavers will double all employee contributions (up to and including a maximum limit).





# How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [Mark.Crowley@starfishsearch.com](mailto:Mark.Crowley@starfishsearch.com) and we will be happy to arrange a call.

To make an application, please go to <https://starfishsearch.com/jobs/sightsavers-director-global-fundraising-marketing/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides)
- a supporting statement that sets out why you think this role is the right move for you
- we would be grateful if you would also tell us your current salary details and any dates when you are not available to attend interview

Closing date	Monday 24th February 2020
First stage interviews	w.c 2nd March 2020
1st round with Sightsavers	10th March 2020
Final round with Sightsavers	16th March 2020





