



**CBM Interim Report 2018**

**Accountable Now**



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# 1. Introduction

## **About CBM**

CBM is an international Christian development organisation, committed to improving the quality of life of persons with disabilities in the poorest communities of the world irrespective of race, gender or religious belief.

Based on its core values and over 100 years of professional expertise, CBM addresses poverty both as a cause and as a consequence of disability, and works in partnership with local and national civil society organisations to create an inclusive society for all.

CBM is a federation composed of 10 national Member Associations based in Australia, Germany, Ireland, Italy, Kenya, New Zealand, South Africa, Switzerland, the United Kingdom, and the United States as well as an international entity (CBM International) with a network of regional and Country Offices that work closely with our partners in Africa, Asia and Latin America.

## **Our approach**

Disability-Inclusive Development is the key theme of all our activities. We believe that this is the most effective way to bring positive change to the lives of persons with disabilities living in poverty and their communities. Through our Disability-Inclusive Development approach, we address the barriers that hinder access and participation and actively seek to ensure the full participation of persons with disabilities as empowered self-advocates in all development and emergency response processes.

## **Our work**

With a global network of partners, CBM seeks to build and promote an inclusive world in which all persons with disabilities enjoy their human rights and achieve their full potential. Our work includes:

- strengthening international advocacy and alliances to realise the human rights of persons with disabilities and the promotion of Disability-Inclusive Development.
- building inclusive, resilient communities through Community Based Inclusive Development.
- supporting comprehensive health care systems and services in eye health, ear and hearing care, community mental health, physical rehabilitation and inclusive education.
- implementing inclusive emergency response and disaster risk reduction.

## 2. Opening Statement

2018 has been a year of evolution at CBM. Work on the transformation and implementation of our Federation Strategy has progressed well, while at the same time, significant questions have arisen around the most effective organisational set-up for CBM as a Federation moving forwards.

These changes have brought up new learnings that we continue to assess and consider for further implementation. In this sense, our strategy implementation requires our flexibility and adaptability as a Federation throughout the process, making it a journey which is equally demanding and rewarding.

This flexibility has been evident in 2018 with a honing of our four strategic programmatic priorities into four strategic goals. This work has been carried out as part of the process of clarifying our Federation Strategy, helping to bring into sharper focus the impact we seek to achieve with its implementation.

Of course, throughout this period of change, some things have remained constant. Our Vision and Mission remain the central pillars which guide our work, motivate our staff and ultimately help make the difference in the lives of those we seek to serve.

At the same time, our accountability as an organisation remains a fundamental theme of our strategy implementation. On this last point, there have been substantial improvements made in 2018, through the introduction and review of a number of key processes and standards.

In terms of the delivery of programmes, we have developed a new Programme Quality Framework (PQF) and worked with a wide range of partners and staff to develop a set of Partnership Principles (PP). At the same time, we strongly developed our 3-Way Collaboration approach this year which ensures partners, country offices, technical advisors and member associations share in the decision making, oversight and accountability for our programmes. Introducing and rolling out the PQF and the PP will improve the quality of our programmatic work, provide a closer connection between beneficiaries and the organisation, and improve the quality of our relationships with partner organisations.

As far as staff are concerned, the review of key policies such as our Code of Conduct or the Safeguarding and Safety & Security Policies, is helping to foster an ever clearer understanding amongst CBM staff and partners of the standards they are expected to meet.

And with the launch of our new intranet, CBMnet, and preparations for the new externally facing website also starting in 2018, information sharing is being significantly improved. This encourages more effective communication across the CBM Federation and its partners. This in turn not only provides greater transparency, but also gives the organisation a more united front in meeting the goal of driving the necessary transformative change in the lives of persons with disabilities.

Respectfully,



Kirsty Smith

Chairperson, International Leadership Team, CEO, CBM UK

June 2019

### 3. Leadership and Accountability

#### 3.1. Federation Strategy 2023

CBM developed a new Federation strategy in 2016. This strategy entailed a significant reorganisation of the CBM Federation and its ways of working. As the Federation embarked on the journey to implement the strategy, it quickly became apparent that the programmatic priorities needed to be clarified and refined into strategic goals.

Staff from across the Federation formed a task force to clarify the strategic goals and focus them more strongly on outcomes. Clear messages and commitments were added to each goal, stating how CBM intends to achieve them. As a result of this process, two of the four strategic goals were modified. The organisational priorities remain unchanged. CBM concluded the strategy clarification in 2018 and launched a new improved and clarified "Federation Strategy 2023" in 2019.



Figure 1: CBM's clarified Strategic Goals and Organisational Priorities 2023

Communication material for internal and external audiences has been developed and shared across the Federation to make sure that everyone fully understands the strategy, also including key external stakeholders such as CBM's partners in the field, peer organisations, political institutions and the wider civil society sector.

### 3.2. Organisational Priority 1: Redesign our Organisation

The re-design of the entire organisation (organisational priority 1) included a review at different levels of CBM's operating model. The review of CBM's operations both at the regional level and at the country level was concluded and largely implemented with implementation going on through 2019. This process included a review of the countries where CBM works, with decisions reached on the choice of core countries, specific intervention countries and phase-out countries for CBM's programme work. In addition, CBM's global functions, responsibilities and organisational structure have been reviewed, including a detailed analysis and costing of the envisaged new operating model at the international level. This process is still ongoing and has recently been complemented by a fresh look at the Federation setup from a governance point of view.

As an important building block of the Federation Strategy, CBM created the International Management Team (IMT), replacing the previous body (Management Meeting) as the highest operational decision-making forum of CBM International compared to the more strategic International Leadership Team (ILT). Its goal is to strengthen executive management accountability below the ILT and to ensure that the various functions of CBM International collaborate effectively.

Over the last year, CBM has also introduced a new authority structure for CBM International. The new structure clarifies roles, responsibilities and involvement of Member Associations, Country Offices and the Initiatives in decision-making as laid out in the 3-way country collaboration guidelines.

As part of the review process at regional level, the Eastern Mediterranean Regional Office (EMRO) was merged with the Asia Central Regional Office in May 2018 and subsequently closed. From the EMRO portfolio, Pakistan is maintained as a Country Office. The Asia South East Regional Office (ASE) in Manila and the Asia Central Regional Office (ASC) in Bangkok were merged in July 2018 to form the new Asia Regional Hub (ARH), which is located in Bangkok. With the Philippines being a core strategic country in its portfolio, CBM will maintain the office in Manila as a Country Office.

The South Asia Regional office (SAR) in India was merged with the newly established ARH as part of the rationalisation of regional office structures in February 2019.

# 4. Progress Update Against Improvement Analysis

## 4.1. Availability of Key Policies and Information on the Website (G1)

Information about CBM’s governance, annual report and budget, membership in advocacy alliances, and complaints and feedback mechanisms is available on its website. The report states that CBM’s intranet includes various documents and policies relating to operations, evaluations, projects, audits, best practices, and lessons learned. The Panel believes several of these could be made publicly available, as flagged throughout this feedback letter, and that these would serve as useful references for peers as well as stakeholders – this is an area for improvement.

### 4.1.1. New Website Launched and New Policies Published

CBM re-launched the Federation-wide website [cbm.org](http://cbm.org) in March 2019. At the same time, a number of relevant, new and existing policies were added to the site, including the new *Feedback and Complaints Handling Position Paper*, the updated *CBM Code of Conduct*, the updated *CBM Policy on Accessibility*, the updated *Safety and Security Policy*, and CBM’s new *Safeguarding Policy for Children and Adults at Risk*. This increases transparency about CBM’s Federation-wide policies.

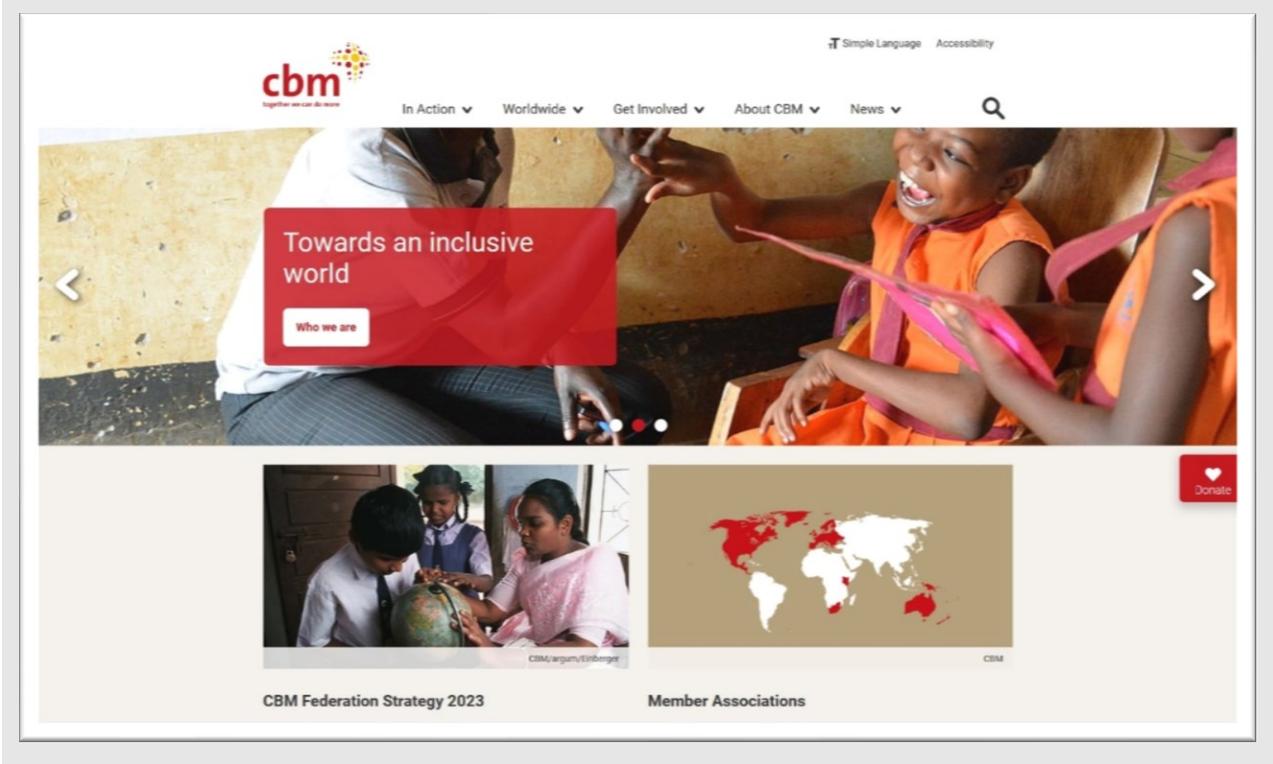


Figure 2: The new website meets the highest standards for web accessibility.

The publication and sharing of documents relating to evaluations, good practices, and lessons learned on the website is currently being prepared. This information is currently available for staff on CBM’s global intranet.

#### 4.1.2. Safeguarding Policy for Children and Adults at Risk

CBM has a comprehensive safeguarding policy that addresses safeguarding of both children and adults-at-risk. It includes guidelines on how to prevent incidents of abuse, guidance on response to incidents as well as on risk management related to safeguarding.

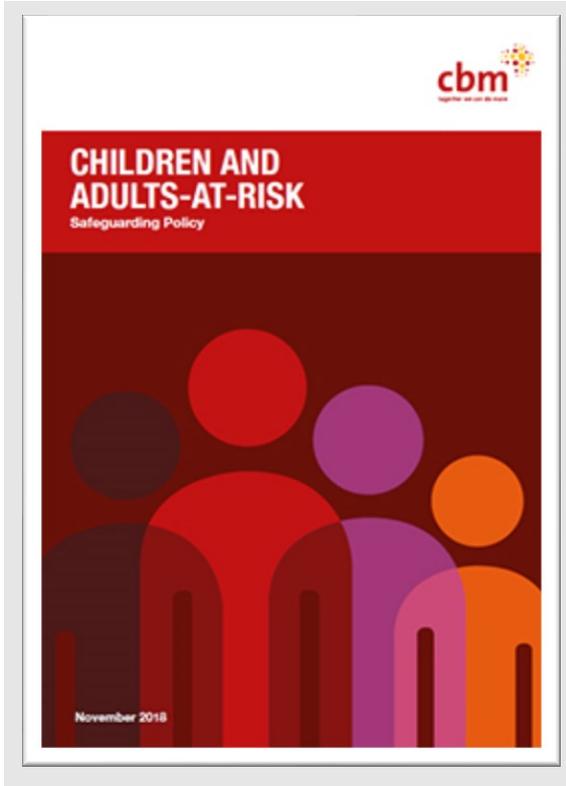


Figure 3: Cover page of the new Safeguarding Policy.

This new policy is available in English and will soon be published in French, Spanish and German. It serves to prevent any abuse, neglect and exploitation of people who come into contact with CBM's staff, programmes and/or operations. CBM sets out to have a policy document that is realistic, easy to comprehend, fit-for-purpose and a benchmark for partners and peers.

The new safeguarding policy incorporates safeguarding lessons learnt by CBM and partners as well as peer organisations. New developments in the safeguarding sector and donor requirements were included in the final document as well.

#### 4.1.3. Updated Code of Conduct

The topic of unacceptable conduct remains a high priority for CBM. As a result, the *Code of Conduct* has been updated and specific sections relating to unacceptable behaviour have been strengthened. The new Code of Conduct is an integral part of new CBM employment and consulting contracts. It is available in English, French and Spanish, with a German version set to follow soon.

The Code of Conduct was updated as part of the *Unacceptable Conduct Action Plan* which aims to update and operationalize key policies to proactively tackle all forms of unacceptable conduct; such as sexual exploitation and abuse, sexual harassment, abuse of children and vulnerable adults, fraud and corruption.

#### 4.1.4. Updated Accessibility Policy



Figure 4: CBM's Accessibility Policy was updated in line with the CRPD ©CBM

CBM has updated the *Accessibility Policy* with seven accessibility commitments to be progressively realised in the organisation. The policy update ensures that we meet the standards set down by the UN Convention on the Rights of Persons with Disabilities (CRPD) on accessibility, ensuring that our approach to accessibility in all areas of our work is based on the principles of universal design and human rights. Development of the policy involved a wide range of stakeholders from DPOs as well as across our global functions, Country Offices, CBM's disability-inclusive development community of practice, and Member Associations, making it a Federation-wide achievement.

#### 4.1.5. New Safety and Security Policy

CBM's *Safety and Security Policy* lays down the foundation for CBM's Federation-wide security management. CBM is committed to clear, applicable and proportionate security policy principles, protocols and plans. The purpose of the policy is to increase the health, safety and security awareness of all staff, to ensure procedures are clear to staff, create a culture of well-being, safety,

security, and ultimately, to enable project continuity. It helps to define risk attitudes and to put the appropriate measures and contingencies in place.

CBM's safety and security policy recognises the unique challenges faced by employees with disabilities when it comes to their safety and security in the field. For this disability-inclusive safety & security framework and risk management programme, CBM was awarded the International SOS Foundation's 2018 Duty of Care Award for Thought Leadership. The Duty of Care Awards recognise outstanding achievements in meeting high standards of health, safety and security at work, especially for mobile workers.

In 2018 CBM Federation also approved and ratified an internal corporate crisis response plan. This document regulates how CBM deals with crises Federation-wide.

#### 4.1.6. Digital Accessibility Toolkit

CBM launched its digital accessibility toolkit on Global Accessibility Awareness Day 2018. The toolkit contains a selection of tools and recommendations pertaining to the accessibility of Information and Communication Technologies (ICT). With this toolkit, CBM provides a resource to people working with and for CBM, to produce accessible digital content and communications, and to place accessibility at the centre of our Information and Communication Technologies (ICT) procurement processes. The toolkit is available in English, Spanish and French.

#### 4.1.7. Other New Documents on the Internet

1. CBM and International Disability Alliance (IDA) on making the SDGs inclusive, Toolkit
2. Disability-Inclusive Development (DID) Toolkit (accessible)
3. DID Toolkit glossary (accessible)
4. DID book series vol. 3 - My Right is our Future, Publication
5. 2030 Agenda: Practical guidance for Environmental Sustainability, Accessibility, Gender, Safe-guarding and Disaster Risk Reduction (update)
6. An introduction to Humanitarian inclusion standards for older people and people with disabilities
7. An introduction to humanitarian inclusion standards for older people and people with disabilities 2018 (easy-to-read version)
8. Good practice guide on embedding inclusion of older people and people with disabilities in humanitarian policy and practice

#### 4.2. Staff Development (H2)

*The report did not discuss staff development, and the Panel requests information on this in the next full report. It notes however that CBM had provided information on this in their last interim report, and the Panel had noted CBM's efforts positively, identifying the Individual Development Dialogue Initiative for longer term career development as a good practice.*

HR has further developed their staff development guidelines, as well as a set of training guidelines to guide staff development and training. CBM will provide an update on the progress of their implementation with the next full report.

#### 4.2.1. Performance Management and KPIs

In 2018, annual organisational Key Performance Indicators (KPIs) were further aligned with individual staff Key Performance Objectives (KPOs) and focussed on key expected behaviours (see below), for CBM International staff at all levels in the different CBM offices around the world. The objective was to sharpen the line of sight from strategic priorities to individual targets and ensure more coherent target setting across the organisation and a stronger focus on a common set of strategic objectives. Together with new formats for KPO setting and a revised performance appraisal process, this is part of an enhanced performance management system.

Compared to previous years, the KPIs have a strong results-focus. As CBM moves ahead with the strategy clarification and implementation in 2019, the relevance, usefulness and accuracy of the KPIs will be reviewed, and the KPIs will be updated for the annual planning process 2020.

#### 4.2.2. Set of CBM Behaviours

CBM believes that demonstrating behaviours in line with its values is at the core of achieving performance, individually and collectively. Additionally, demonstrating values through behaviour is also an aspect of CBM's global duty of care as an organisation, the code of conduct and the responsibility towards partner's, beneficiaries and donors. In this context, an internal task force working on the theme of 'People, Performance and Culture' looked at CBM's core values and related behaviours. The task force developed five behaviours that all staff should aspire to, in order to drive a culture change in the organisation. These behaviours are: bringing a global mindset, quality and performance accountability, proactivity, actively seeking and generously giving feedback, and teamwork.

## 5. Further relevant developments in CBM

### 5.1. Vision, Values, Identity, Brand (VVIB)

CBM reviewed its vision, mission, and values to have fully consistent vision and values statements across Country Offices and the entire CBM Federation. A cross-functional working group updated vision and mission statements for CBM, applying a participatory process. While the vision statement was confirmed (except for a change in wording from „persons“ to „people“), the mission statement has been updated. After the successful approval of the new Vision and Mission statements by the ILT and the SA, the ratification of the MA Boards will be the final step.

### 5.2. Partnership Principles

Working with and enabling a range of local, national, regional and international partner organisations is central to CBM's vision to develop appropriate, high quality and sustainable programmes and services. Partners at all levels

complement each other's expertise, provide each other with contextual understanding, and open the path to relevant local and international programmatic and advocacy networks and alliances. In partnership, we unite efforts, promote ownership and share accountability.

Given that our partnership model is so foundational to our programmatic work, CBM finalised a set of partnership principles that sets out six principles for partnering with other organisations. These principles are: complementarity of purpose, inclusiveness, responsiveness & flexibility, mutual responsibility & accountability, trust and respect, and joint learning.

### 5.3. Initiatives

An integral part of the Federation Strategy 2023 is the establishment of five Initiatives, reflecting CBM's core areas of work from a technical point of view.

Under these Initiatives we bring together areas of expertise, for which we want to be recognized as a thought leader globally. We lead innovation and cutting-edge thinking, and we pursue operational research in the sector and capture and share our learning. We seek to work in alliances to change or strengthen policies. For each of the Initiatives we seek to maximize our impact and reach. We expect growth and increasing levels of investment.

The Initiatives focus on Inclusive Eye Health (IEH), Community Based Inclusive Development (CBID), Community Mental Health (CMH), Disability Inclusive Development (DID), and Humanitarian Action (HA). The themes of inclusive education, livelihood, physical rehabilitation and ear & hearing care are integrated in the CBID Initiative, while Neglected Tropical Diseases (NTD) are integrated in the IEH Initiative.

CBM views CBID as an approach to enable disability inclusive development on the ground: underpinned by human rights, aligned with the Convention on the Rights of Persons with Disabilities (CRPD), and contributing to achieve the Sustainable Development Goals (SDGs). CBID is founded on self-empowerment and participation of people with disabilities and their communities. This is the basis of collective action to build resilient, equitable and inclusive communities.

### 5.4. The Three-Way Country Collaboration

Our model of three-way country collaboration is foundational to the effective oversight and implementation of CBM's Federation Strategy 2023. Three-way collaboration is based on establishing strong Country Offices who take responsibility for CBM's programme work at the country level, in close collaboration with Initiatives (technical advice) and relevant Member Associations. CBM defined the roles and responsibilities for each of the stakeholders:

- Country Offices provide the country context and knowledge in addition to programme and finance expertise, and manage CBM's partner network in their country.

- Member Associations bring donor perspectives and manage donor relationships, bring funding opportunities and may offer other specific expertise.
- Initiatives contribute with technical expertise, establish quality standards for the area of work, provide access to relevant networks, and also facilitate access to funding opportunities.

Whereas the Country Director leads and is accountable for the development and implementation of the country plan, s/he works closely with interested Member Associations and relevant Initiatives throughout the cycle of planning, implementing and evaluating. This three-way collaboration ensures that our plans, programmes and projects are relevant for the country context, build on CBM's history and experience in the country, are technically sound and in line with Initiative plans, and match donor funding interests and requirements.



Figure 5: Different Roles and their Responsibilities in the three-way country collaboration process

The three-way country collaboration between Country Offices, Member Associations and Initiatives has been documented, trialled and tested. The improved connection between fundraising and our programme work and the better-quality proposals that result when combining complementary expertise are just two benefits they highlighted.

The three-way country collaboration defines the role of CBM's key internal stakeholders in the delivery of CBM's work in a given country, but our partnership approach and the role of CBM partners remains central.

### 5.5. The Programme Quality Framework

CBM has developed a new Programme Quality Framework (PQF), which sets out the high-level principles and commitments that guide programme quality and accountability. It aims to ensure consistency of quality, increased effectiveness and greater impact of CBM programmes across the Federation. The PQF was

developed in a consultative process with CBM staff. 16 partner organisations at the local, national and global level gave feedback on the draft version.

Subsequently, the global focal points for the various programme and management commitments developed high-level priority actions for their respective areas. This resulted in a global action plan for 2019/20 that comprises of 35 priority actions. In alignment with the related global key performance indicators (KPIs) set for 2019, both PQF and the global priority action plan will be used by Country Offices, Regional Hub Offices and Initiatives to guide their work. In a subsequent step, Country Offices will develop their own country-level action plans to roll out the PQF locally.

Based on internal learning and exchange with peer organizations, CBM developed the responsible exit guidance note. It informs CBM programme teams about key requirements and necessary considerations during project planning and implementation to facilitate sustainability of an intervention and an exit strategy that is defensible and responsible.

## 5.6. Self-Assessment for the Core Humanitarian Standard (CHS)

CBM is a member of the CHS Alliance, aiming to get certified with the Core Humanitarian Standard on Quality and Accountability (CHS). CHS is an accountability tool with a focus on humanitarian aid.

CBM carried out the first organisational self-assessment in 2018, including key informant interviews and focus group discussions in the Philippines and Bangladesh. In September 2018, the CHS Alliance reviewed and validated the self-assessment report and considered that CBM's work was of such a high level of quality that CHS have not requested any clarifications or suggested further modifications. This approval is the confirmation that CBM has now officially completed the first step towards the full CHS verification which we aim to achieve after completing the four-year cycle of assessments in 2021. An improvement plan has been developed by the Emergency Response Unit (ERU), which is now working on its implementation throughout 2019.

## 5.7. Bridging the Disability and Gender Equality Gap



*Figure 6: A team of CBM staff, partners and representatives from Disabled Person's Organisations (DPO) came together over 5 days in Niger to test CBM's Disability and Gender Analysis tool. ©CBM*

In line with the Sustainable Development Goals' call to 'Leave no one behind', CBM recognises that disability and gender are integrally linked, and has recently developed a tool to build understanding of, and strengthen our work towards, disability and gender equality.

The Disability and Gender Analysis (DGA) tool is designed to support CBM staff and partners to understand their capacity in relation to gender, and ensure that gender-sensitive disability inclusion is a priority in programme design, as well as throughout the programme cycle. The tool includes guidance on participatory methods for consulting with women, men, girls and boys with disabilities, so that programming is informed by their lived experiences.

Questions from the tool can be integrated in situation analyses and evaluations, to increase their information content on disability and gender. The report and tool are available in English and French.

## 5.8. Launch of the Disability Inclusive Development (DID) Initiative



*Figure 7: Participants at the DID Initiative Workshop in London. ©Valli Yanni*

The DID Initiative planning workshop took place at CBM's partner, The London School of Hygiene and Tropical Medicine, in London. The launch workshop was organised against the backdrop of, internally, DID being foundational to CBM's Federation Strategy and, externally, DID being a critical growth area for development work worldwide.

Through the Initiative planning and development, CBM will explore the critical issues facing people with disabilities and their representative organisations and how we as a Federation can genuinely engage with people with disabilities. Participants at the workshop heard from leaders active in the international and regional disability movement about key trends in the area of Disabled Persons' Organisations (DPOs) engagement.

The work will continue in advocacy and advisory work at Federation level and in embedding the standards on DID into CBM programmes.

A key take-away of the workshop was that living the values of inclusion first starts with all of us as individuals in our roles on a daily basis. However, as individuals we collectively come together as a Federation and accountability for inclusion must then be with those who lead.

## 5.9. Learning Between CBM Country and Regional Leaders

Country Directors and representatives and Regional Hub directors from all regions met for a learning and exchange workshop. They discussed recent developments at CBM and developed a shared understanding of key principles related to DID and other programmatic processes that were recently introduced.

During a training on disability-inclusive development, participants reflected on the human rights basis of CBM's work, how to programmatically conceptualise the UN Convention for the Rights of Persons with Disabilities (UNCRPD), and how to more effectively engage with persons with disability and DPOs.

### 5.10. Launch of CBMnet

CBM developed a new global intranet, CBMnet, in collaboration with colleagues around the globe, which was launched in November 2018. CBMnet allows sharing of information across offices and departments as one cohesive CBM Federation. The information architecture reflects the three-way working methodology. It allows all entities in CBM to share relevant news and information with their colleagues worldwide and take ownership of their content. Key information available on CBMnet includes core documents such as our Code of Conduct, organisational policies and our process library, information from the International Leadership Team (ILT), information on the Federation Strategy, CBM's transformation and organisational policies and process documents. CBMnet is accessible for all staff members, including those who work with a screen reader.

### 5.11. Ensuring Environmental Responsibility in CBM

CBM demonstrates commitment to the environment by including 'environmental responsibility' as a key standard in the Programme Quality Framework. In a phased approach, the standard commits us to assessing and avoiding potential negative impact on the environment, as well as seeking out opportunities to enhance environmental sustainability in our operations and programme. We also want to see people with disability contribute to, and benefit from, poverty reducing environmental strategies as an integral component of rights-based DID.

While guidelines for the programme standards are being developed, CBM has updated their booklet 'Strengthening Environmental Sustainability and Inclusion in Health and other Development Programmes'. With input from CBM's Initiative leads and global advisors, the document also includes practical checklists on accessibility, gender, safe-guarding and disaster risk reduction (DRR).

This booklet also remains a key resource for the Environmental Sustainability Working Group of the International Agency for the Prevention of Blindness (IAPB), of which CBM is the co-chair.

### 5.12. Internal processes

#### *Departure of CBM Canada*

CBM Canada announced its decision to leave the Federation and to rebrand their organisation in June 2018. The change comes into effect after a transition period of one year.

#### *New Internal Audit Charter*

The Internal Audit (IA) unit finalised a new IA Charter. All internal audits in 2018 were conducted under the Charter. It meets the Standards for the Professional Practice and the Code of Ethics of the Institute of Internal Auditors.

These fundamentals ensure that the Internal Audit Unit:

- Remains free from all conditions that threaten their ability to carry out responsibilities in an unbiased manner.
- Makes no quality compromises.
- Does not subordinate their judgment on audit matters to others.

- Has no direct operational responsibility over activities audited.
- Doesn't implement internal controls, develop procedures, install systems, prepare records, or engage in activities that may impair their judgment.

An assessment of the internal audit activity confirmed that it fully complies with the requirements set forth in the IIA's International Standards for the Professional Practice of Internal Auditing (Standards).

## 6. Overview of AN Reporting Questions and Related Content in this Report

Reporting question	Link to Corresponding Section in Report
<b>Cluster A: What we have achieved</b>	
<b>A. The impact we achieve</b>	
1. What are your mission statement and your theory of change? Please provide a brief overview.	Vision, Values, Identity, Brand (VVIB)
2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?	Performance Management and KPIs
3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?	In next full report
4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?	Organisational Priority 1: Redesign our Organisation
<b>B. Positive results are sustained</b>	
1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?	Initiatives The Three-Way Country Collaboration Partnership Principles
2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?	Self-Assessment for the Core Humanitarian Standard (CHS) Learning Between CBM Country and Regional Leaders New Website Launched and New Policies Published
<b>C. We lead by example</b>	
1. How does your organisation demonstrate excellence on your strategic priorities?	The Programme Quality Framework Initiatives

	The Three-Way Country Collaboration
2. What evidence is there that your expertise is recognised and welcomed by your peers, partners and other stakeholders?	New Safety and Security Policy
3. How does your organisation practice being inclusive and protecting human rights, including promoting women’s rights and gender equality, in accordance with commitments 1-2?	Set of CBM Behaviours Bridging the Disability and Gender Equality Gap  Launch of the Disability Inclusive Development (DID) Initiative
4. How do you minimise your organisation’s negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?	Safeguarding Policy for Children and Adults at Risk  Updated Code of Conduct  New Safety and Security Policy
5. How do you demonstrate responsible stewardship for the environment?	Ensuring Environmental Responsibility in CBM
<b>Cluster B: Our approach to change</b>	
<b>D. Key stakeholders are identified with great care</b>	
1. Please list your key stakeholders. What process do you use to identify them?	In next full report
2. How do you ensure you reach out to those who are impacted or concerned by your work?	Launch of the Disability Inclusive Development (DID) Initiative
3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?	Initiatives Partnership Principles The Three-Way Country Collaboration

<b>E. We listen to, involve and empower stakeholders</b>	
1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?	In next full report
2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?	Partnership Principles Initiatives The Three-Way Country Collaboration
3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?	In next full report
4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B. 1)	In next full report
<b>F. Our advocacy work addresses the root causes of problems</b>	
1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?	In next full report
2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?	In next full report
<b>G. We are transparent, invite dialogue and protect stakeholders' safety</b>	
1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by your key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.	Availability of Key Policies and Information on the Website (G1)
2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of	In next full report

the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.	
3. How do you ensure privacy rights and protect personal data?	In next full report
4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.	In next full report
<b>Cluster C: What we do internally</b>	
<b>H. Staff and volunteers are enabled to do their best</b>	
1. Provide evidence that recruitment and employment is fair and transparent.	In next full report
2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?	Staff Development (H2)
3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?	In next full report
<b>I. Resources are handled effectively for the public good</b>	
1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?	In next full report
2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact?	In next full report
3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve?	In next full report
<b>J. Governance processes maximise accountability</b>	
1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?	In next full report

2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?	In next full report
3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	In next full report
4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	In next full report
5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?	In next full report
<b>K. Leadership is dedicated to fulfilling the 12 Commitments</b>	
1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?	In next full report
2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?	In next full report
3. What is your accountability report's scope of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency? Where there is no routine reporting, how do you use your coordinating functions to elevate attention to accountability issues throughout your federation?	In next full report