

Improvement Analysis CBM – Christian Blind Mission November 2016

Providing multiple sources for evidence

The Independent Review Panel hopes that CBM will be able to provide more general evidence and input from partners (e.g. that partnership systems work well in practice or that staff uses CBM's anti-corruption policy) to demonstrate procedures actually work - as mentioned in previous feedback letters.

Actions taken

Collecting and analysing feedback and complaints (NGO2)

CBM has an external programme feedback system in place since 2014. The feedback and complaints handling position paper is available on their [website](#). A Feedback Manager is responsible to follow up on feedback received and to forward it to CBM's respective units. The whole process is visually demonstrated in the report's Appendix B.

However, it seems very low and almost alarming to have received only two cases of complaints or feedback in 2015. It would be interesting to know CBM's internal definition of a "complaint" in this regard. Systematically generating, aggregating and analysing feedback to detect trends of where things go wrong and to address them quickly is at the heart of accountability!

Actions taken

Global talent management (LA12)

This area for improvement was highlighted by the Panel already in 2014. Have the redesigned and more accessible performance appraisal forms led to a higher implementation rate? 71% of completed appraisals in 2015 still seem comparably low. How have these appraisals improved the coherence and effectiveness of staff in achieving strategic goals?



Moreover: How has streamlining the performance appraisal process and basing it firmly on the Competency Model developed? As asked by the Panel previously: How does the introduction of the Individual Development Dialogue tool differ from performance appraisals and how are they linked?

Actions taken

Ethical fundraising and communications (PR6)

Member Associations adhere to the ethical and fundraising codes in their respective countries. As already requested for the 2013 report, a link to the mentioned policy on the ethical and respectful use of pictures would be welcome in the next report.

The report says that complaints are “usually” received and responded to by the local Member Associations and serious complaints are addressed by the International President. More concrete information will be welcome for the next report.

NGO5 mentions that a number of disability activists from the Middle East complained about a CBM fundraising campaign, as they felt it did not portray persons with disabilities in the right way (page 36). It is furthermore explained what CBM did to resolve this issue. How many in total and what other kind of complaints did CBM receive with regard to their fundraising and communications activities?

Actions taken