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Accountable Now
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Response to Feedback by Independent Review Panel (IRP) and Management Response

Dear Members of the Review Panel and Accountable Now team,

Thank you for the opportunity to comment on your feedback on our 2018 interim accountability report. It has been an intense period for CBM and as we are working hard to continuously improve and have the best possible accountability systems in place, we value Accountable Now's external view on our efforts. We appreciate your useful and insightful comments delivered through your feedback letter and the opportunity to discuss key points from the report in our follow-up call.

I would like to put forward our collective responses to the various recommendations made by the Independent Review Panel. As you will kindly note, we have accepted your recommendations and already started to implement a number of improvements, whilst suggesting ways of accommodating them long-term within the current transition.

We are grateful for the opportunity to comment on your recommendations; and thank the Panel again for their useful insights into our progress.

Yours sincerely,



Kirsty Smith
Chairperson, International Leadership Team
CEO, CBM UK

Feedback by AN and CBM's responses

Further progress with regards to sharing evaluations, good practices, and lessons learnt

The Panel appreciates the availability of evaluations, good practices, and lessons learnt, as well as the publication of more policies on the website. The panel is looking forward to following further progress on this in the next report.

Summaries of evaluations that meet CBM's quality criteria have been added to the website. More summaries will be added as they become available. An example is a synthesis evaluation which is published on our website, where we assessed our evaluation work based on quality criteria. We aim to further improve our evaluations with our updated *Quick Process Reference Guide for Evaluation* and improved process guidance and cooperation with country offices. Emerging good practices and lessons learnt are part of the evaluation summaries. We also share success stories from our fieldwork as well as any other CBM publications that contain knowledge worth sharing. For example, we uploaded an article on strengthening access to eye health programmes for people with disabilities in six low-and-middle-income countries. We regularly share success stories from projects on our website, and we are now looking into publishing other suitable reports as good practices.

Improve website's presentation of information about submitting complaints

One area for further improvement identified by Accountable Now is the website's presentation of information about submitting complaints.

CBM has separated the webpage on quality and accountability from the compliance and feedback page. Information about submitting complaints is easier to find now, and both pages follow a clear structure. We expect this change to make it easier to report issues.

Provide more information relating to staff development

Accountable now would like more information on staff development as they felt that this specific question had not yet been addressed.

We are aware that this is important. However, further advancing our staff development processes was put on hold due to internal changes in the organisation. As we are now working on a new organisational setup, staff development will be addressed in 2020 to match our new structure and governance.

Challenges with regards to accountability commitments

With regards to sharing learnings and results of evaluations on our website, CBM recognizes that evaluations need to be of high quality. However, striving for excellence in formalised formats may result in evaluation results never being published or widely shared if the evaluation does not meet expected standards. Likewise, meeting highest quality standards can exceed the available budget. CBM is considering other ways of generating and sharing knowledge outside of the formal evaluation structure. We are taking on the challenge of employing a range of both formal and informal approaches to ensure that important feedback is shared internally and externally where appropriate.

The same challenge arises from many complaints mechanism formats, where informal channels are often more appropriate and work better than more formalised ones.

CBM therefore kindly requests Accountable Now to use their position to help the sector create and use evidence from different low-cost sources, to join evaluations and feedback to improve our work. CBM feels the need to come to a sector-wide common understanding of what constitutes good enough quality and what terminology can be used to make such informally created knowledge accessible for learning and improvement.

Management Response Table

Recommendation 1: Further progress with regards to sharing evaluations, good practices, and lessons learnt					
Management Response: Agree					
Actions planned	Responsible Office/Person	Expected completion date	Implementation stage	Actions taken	Supporting documents
Adding more evaluation summaries to the website Adding other material that constitutes knowledge or lessons learnt	CBM International, Accountability, Strategy and Annual Planning Coordinator	Ongoing	Underway	Dedicated Page and search function created, three documents uploaded	https://www.cbm.org/about-cbm/quality-and-accountability/evaluations/
Recommendation 2: Improve website's presentation of information about submitting complaints					
Management Response: Agree					
Actions planned	Responsible Office/Person	Expected completion date	Implementation stage	Actions taken	Supporting documents
n.a.	CBM International, Data and Feedback Officer		Completed	Created dedicated website to report incidents	https://www.cbm.org/about-cbm/reporting-channels-and-safeguarding/
Recommendation 3: Elaborate on policy on staff development					
Management Response: Agree					
Actions planned	Responsible Office/Person	Expected completion date	Implementation stage	Actions taken	Supporting documents
Further develop and implement staff development policy	CBM International, HR Manager	End of 2021	Planning	n.a.	n.a.