



22 February 2018

Dear members of the Independent Review Panel and Accountable Now team,

With reference to your feedback letter dated 21 December 2017, I would like to express my appreciation for your review of our Interim Report 2016.

As mentioned earlier, *accountability* continues to be a top priority in CBM: Through our Federation Strategy 2021 we are committed to improving our efficiency, ensuring closer links between donors and beneficiaries and strengthening accountability. We are currently undergoing a global re-design of our organisation – with the aim of becoming more agile and of further increasing transparency on responsibilities and processes. As we are amid this global change, we value the work of the Panel and our membership in Accountable Now even more, as it reveals gaps and provides us with support to overcome these. Currently, our teams are working hard to compile our 2017 annual report as per the new reporting and assessment framework.

Concerning your feedback to the Interim Report 2016, kindly find more information on the topics you raised below. I hope this is useful and I remain at your disposal for further dialogue.

Best regards,

Dr. Rainer Brockhaus

Managing Director – CBM Germany

Chairman International Leadership Team - CBM International

PROFILE DISCLOSURES		
	Panel Feedback	CBM
I. Strategy and Analysis		
1.1	<p>Statement from the most senior decision-maker Fully addressed</p> <p>CBM’s interim accountability report opens again with a strong statement from Rainer Brockhaus, CBM’s Chair of the International Leadership Team. He refers to CBM’s new Federation Strategy 2021, which aims to redesign the organisation by implementing a new governance model, bringing accountability to the forefront of CBM’s work again. Strong commitment to accountability is also demonstrated in the Strategy’s new operating model, which aims to improve internal processes, as well as to bring CBM’s partners and donors closer together. The Panel appreciates CBM’s commitment to environmental sustainability as an integrated concept and the fact that CBM is devoted to a more thorough development of the approaches concerning the organisation’s carbon footprint reporting. The Panel looks forward to updates on this endeavour in the organisation’s next accountability report. The need to improve accountability reporting as a vital component of CBM’s transformation process is highlighted, as well as the wish to start implementing Accountable Now’s new reporting framework in line with the Global Standard for CSO Accountability, for CBM’s next full report. The Panel recognises and welcomes both initiatives and looks forward to CBM’s 2017 report.</p>	<p>Thank you for your feedback.</p>
Providing Multiple Sources of Evidence		
<p>In consideration of CBM’s request to provide more clarity on the evidence required, the Panel provides examples with reference to some of the questions posed in last year’s feedback:</p>		
4.4	<p>CBM has various mechanisms in place to engage internal stakeholders – i.e. Member Associations and employees. The organisation regards the advantage of combined representation and competency-based International Board as to generate higher ownership of CBM’s international work. Is there evidence for this? And are</p>	<p>Noted With the newly established governance and management structure since Oct 16, 6 of the 8 members of the</p>

	<p>there concrete examples that staff and/or Member recommendations have shaped decision-making of the EMT? Here, evidence could be examples pinpointing broader discussions or specific decisions that were taken by the EMT in response to issues or suggestions raised by employees.</p>	<p>executive management are from the CBM Member Associations. Thus MAs directly shape decision making at CBM International. Example of staff involvement: "Shaping the future" event with key staff across the Federation that served to gather input on the transformation, e.g. new country portfolio of CBM. More in the next report</p>
<p>NGO6</p>	<p>Overall, the revised Global Programme Strategy (GPS II) strengthens the organisation's collaborative work approach. The report further mentions under 2.2 (page 8) that CBM's Emergency Response Team supports partners to implement a beneficiary satisfaction survey (infused feedback during and after the end of the project) which is positively noted. Nevertheless, evidence that these systems work well in practice and how success is tracked are welcome in the next report. Can you provide evidence that these processes are functioning well in practice; for example what percentage return do you have from the "beneficiary satisfaction survey" and what proportion of these are favourable/disappointed? CBM is on the right track with its statement that more evidence will be provided in future reports. Sometimes evidence might seem obvious or be hidden behind a link on the organisation's website; however, it needs to be brought to the attention of the reader of the report in order to support the organisation's statements. It is commendable that CBM is going to introduce an independent survey to gather partner feedback on CBM, such as the one facilitated by Keystone Accountability. The Panel looks forward to an account on that.</p>	<p>Noted</p>

PERFORMANCE INDICATORS

I. Programme Effectiveness

NGO2	<p>Feedback and complaints Fully addressed</p> <p>CBM has given a good explanation of its internal definition of a complaint. Does the information you have provided on complaints cover all your national members, or just the complaints that come to the attention of the international secretariat? If the latter, do you have a process to receive and review globally complaints handled by your national members?</p> <p>The organisation has further undertaken the necessary actions in order to develop its feedback and complaints mechanisms, which has brought some positive results with regard to awareness raising amongst key stakeholders about the existing mechanisms. The Panel acknowledges this effort, as well as the fact that a Feedback Officer from CBM participates in Accountable Now's peer advice group on feedback and complaints mechanisms. The Panel highly recommends continuous monitoring, evaluation and learning activities to further simplify and make those mechanisms more accessible and safe to use.</p>	<p>Thank you for the feedback. We are currently improving the alignment with our national members and will provide an outlook in the next report.</p>
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IV. Human Resource Management

LA12	<p>Performance development process Fully addressed</p> <p>A good and thorough answer is given on both questions posed in the Improvement Analysis in addition to a question that has been asked by the Panel previously. It is positively noted that the implementation rate of the performance appraisal forms has risen from 64% in 2014 to 83% in 2016. In your next report, please explain to the panel how your new strategic goals are impacting the performance and objective setting processes.</p> <p>The introduction of a competency dictionary for a better guidance through the performance appraisal criteria is a good step towards guiding staff through the appraisal process. Also positively noted is the training of staff members to obtain common understanding of expected behaviours.</p>	<p>Thank you for your feedback</p>
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	The Individual Development Dialogue (IDD) is explained and its difference from performance appraisals clarified. The IDD supports the longer term career development of employees who have performed well on their annual performance appraisals for three consecutive years. This is recognised as a good practice by the Panel.	
V. Responsible Management of Impacts on Society		
S03	Effective anti-corruption policies Fully addressed The Panel recognises CBM's efforts to disseminate the e-learning module "Preventing Corruption and Fraud", which has shown some positive results in 2016.	Thank you for the feedback
S04	Actions taken in response of corruption incidents Addressed Whistle-blower reports and critical incidents are classified confidential and thus published on SharePoint with limited access to a designated group within CBM, since they contain sensitive data on partner organisations as well as on the global CBM structure. However, information on the nature of complaints and whether these incidents were resolved satisfactorily for both parties, would be appreciated.	Noted
VI. Ethical Fundraising and Communication		
PR6	Ethical Fundraising and Communication Addressed CBM gives a detailed response to this indicator, although the policy on the ethical and respectful use of pictures requested by the Panel has not been shared in the report. It is further not clarified how many in total and what kind of complaints have been received by CBM with regard to their fundraising and communications activities.	Noted MAs are not part of the report currently, therefore figures were not consolidated so far. We aim to include collected figures from the MAs and provide the requested details as of the next report