



## **CBM 2012 Report to INGO Accountability Charter**

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Using GRI NGO Level C reporting template

### **Name of organization:**



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**Information on numbering:** All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis.  
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## 1. Strategy and Analysis

### 1.1. Statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and its strategy.

CBM is an international Christian development organization, committed to improving the quality of life of persons with disabilities particularly in low income countries and communities of the world.

Together with a global network of partners, CBM aims to promote inclusion of people with disabilities into mainstream development, and to make comprehensive healthcare, education and rehabilitation services available and accessible to persons with disabilities in low income countries. They are the purpose and focus of our work.

Based on our Christian values and over 100 years of professional expertise, CBM addresses poverty as a cause, and a consequence, of disability, and works in partnership to create a society for all.

Based on our core values we are committed to meet good practice standards in operational excellence demonstrating accountability towards beneficiaries, partners, donors and public and peer organizations.

Therefore we fully subscribe and seek to comply with the International Non Governmental Organizations (INGO) Accountability Charter. Our report for the year 2011 is our second according to the GRI standard and we appreciate the encouraging and informative feedback from the independent review panel on last year's pilot report.

#### **Successes**

We appreciated the feedback on good practice on our governance as well as on the transition of our global strategy into our primary activities. Our objective is to further develop these two aspects of our work.

Over the next 3 years, we will further develop the inclusion of people with disabilities in our governance, the establishment and mentoring of CBM Member Associations in programme countries ensuring their voice in our global governance, and also the involvement of our Partners in programme development in the strategic direction of the CBM Family.

Core to our international programme work is our Global Programme Strategy (GPS), which ensures a common and joint understanding and direction for our work from both internal and external stakeholders. The second 5 year GPS is at the moment under development and will be included in next year's report.

#### **Challenges and priorities on the way forward**

The independent review Panel has provided us with feedback on gaps and areas for improvement in our reporting. These results have been discussed with the Senior Leadership Team, and areas for improvement have been identified, scoped, prioritized and built into our business plans.

Over the next three years, the top priority areas of improvement of CBM's accountability through the INGO accountability charter reports are:

### **1. International Finance Report including all CBM organizations**

Each CBM organization reports according to their national regulations. With the newly introduced International Finance Report we will be able to provide standard financial information across all CBM organizations. This year's report will therefore broaden the financial reporting and include all CBM Member Associations.

### **2. International reporting on HR key information**

HR data is included in a number of indicators in the GRI format. As previously stated, all CBM organizations are legally independent organizations. It is our objective to provide transparent information on the CBM Family globally. This implies the development of global standards and an alignment of HR processes. While the work on this has started, the results will be included in next year's report.

### **3. Reporting on environmental stewardship**

CBM has signed the declaration on creation stewardship and climate change in 2010 and has just started to work on the issue. We acknowledge our environmental responsibility and we are developing tools, systems, and processes for the assessment of our environmental footprint leading to an environmental sustainability plan.

A number of initiatives have been started in order to address this area, which is new for CBM. The results will be the focus of our report in 2014, including baseline, activities and results in energy consumption and use of resources in offices, ways to minimise carbon consuming travel, and recycling and minimising waste.

Each of these three areas is very important. Nevertheless, it is a priority that we maintain the purpose and vision of the CBM Family. Therefore, because of limited financial resources and human capacity we are planning to sequence our activities to focus on one of the three target areas of improvement each year over the next 3 years, while being opportunistic for new initiatives in the other areas.

We warmly invite other organizations to share our knowledge and experience to make their work more inclusive for persons with disabilities; and we are very grateful for the opportunity to learn from other organisations with more experience in areas of development so that we can improve our accountability and work.

Allen Foster  
President

## 2. Organizational Profile

### 2.1. Name of the Organisation

CBM Christoffel-Blindenmission Christian Blind Mission e.V.

**2.2. Primary activities (e.g. advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).**

**The reporting organisation should indicate the nature of its role in providing these products and services and the degree to which it utilises outsourcing.**

CBM is an **international Christian inclusive development** organization, whose vision is one of an inclusive world in which all persons with disabilities enjoy their human rights and achieve their full potential. To that effect we are committed to improving the quality of life of persons with disabilities, and those at risk of disability, in the poorest countries of the world. We strive to address poverty as a cause, and a consequence, of disability, and work in partnership with others to create an inclusive society for all.

With regard to **disability** we work with a variety of partners and rights based organisations to promote and implement **the UN Convention on the Rights of Persons with Disabilities**; as an **inclusive development** organisation we want to work with our partners and other development agencies to include persons with disabilities in **the Millennium Development Goals**; and as a **Christian** organisation we want to practice and promote to Christian organisations **inclusion of persons with disabilities** as a teaching of Jesus Christ.

The traditional focus of CBM's work is its cooperation with local partners in 70 of the poorest countries in the world in which live 500 million persons with disabilities, to **provide and improve access to health, rehabilitation and education services** for people with disabilities. As such we promote the implementation of the UNCRPD, including provision of services and support in emergency / disaster situations.

In this process, CBM cooperates with a variety of partners including churches, local NGOs, and governmental bodies.

CBM has increasingly recognised the importance of **tackling the societal barriers** that persons with disabilities face (inaccessible public services and infrastructure, lack of work, training and education opportunities, and the dominant culture of discrimination towards persons with disabilities). In 2007, CBM published its Disability and Development Policy which emphasises the importance of advocacy for inclusion and pointed to a broader disability and development approach beyond provision of services.

In 2011 CBM established a dedicated department with the remit to **promote disability inclusive development** by advocating for:

- frameworks and agreements that specifically include persons with disabilities and make specific reference to the UNCRPD and other disability related international, regional or national treaties, legislation and policies;
- international cooperation programmes which are accessible and include persons with disabilities;



- a twin track approach – specific initiatives to empower persons with disabilities in parallel with disability inclusion in mainstream development processes;
- the building of capacity of stakeholders to achieve disability inclusion; and
- the participation of persons with disabilities and their representative organisations.

In this context CBM works with persons with disabilities, their families and communities; organisations of persons with disabilities (DPOs), family associations and other grass roots disability support networks; service delivery partners in developing countries; NGO development stakeholders (states, regional organizations (EU), UN agencies, international organisations, government agencies, international non-governmental development organisations and researchers/ research institutes); humanitarian stakeholders (governments and humanitarian agencies and networks); professional associations; and the general public with a specific focus on our 'donor' countries.

### **2.3. Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.**

CBM has worldwide 11 Member Associations (Australia, Canada, Germany, Ireland, Italy, Kenya, New Zealand, South Africa, Switzerland, United Kingdom, USA). Each Member Association is an independent legal entity and has the primary (but not exclusive) task to raise funds and advocate for CBM's mandate. To do this within the frame of CBM, a Member Association has to sign the articles and charter of CBM, as well as a licensing agreement for the use of the brand. The programme work of CBM is managed by an association under German law, Christoffel-Blindenmission Christian Blind Mission e. V. owned by the Member Associations (referred to in this report as "CBM International").

CBM International is responsible for the formulation, planning, execution and coordination of CBM's the joined overseas programme work. It operates with regional branches in Latin America, Africa, and Asia.

The regional offices are branches of CBM International and have the primary task to develop regional strategies, network with partners and develop, implement and evaluate a portfolio of regional projects and programmes.

This organizational structure enables CBM to speak in the programme countries with one voice and to implement worldwide standards in our programme work.

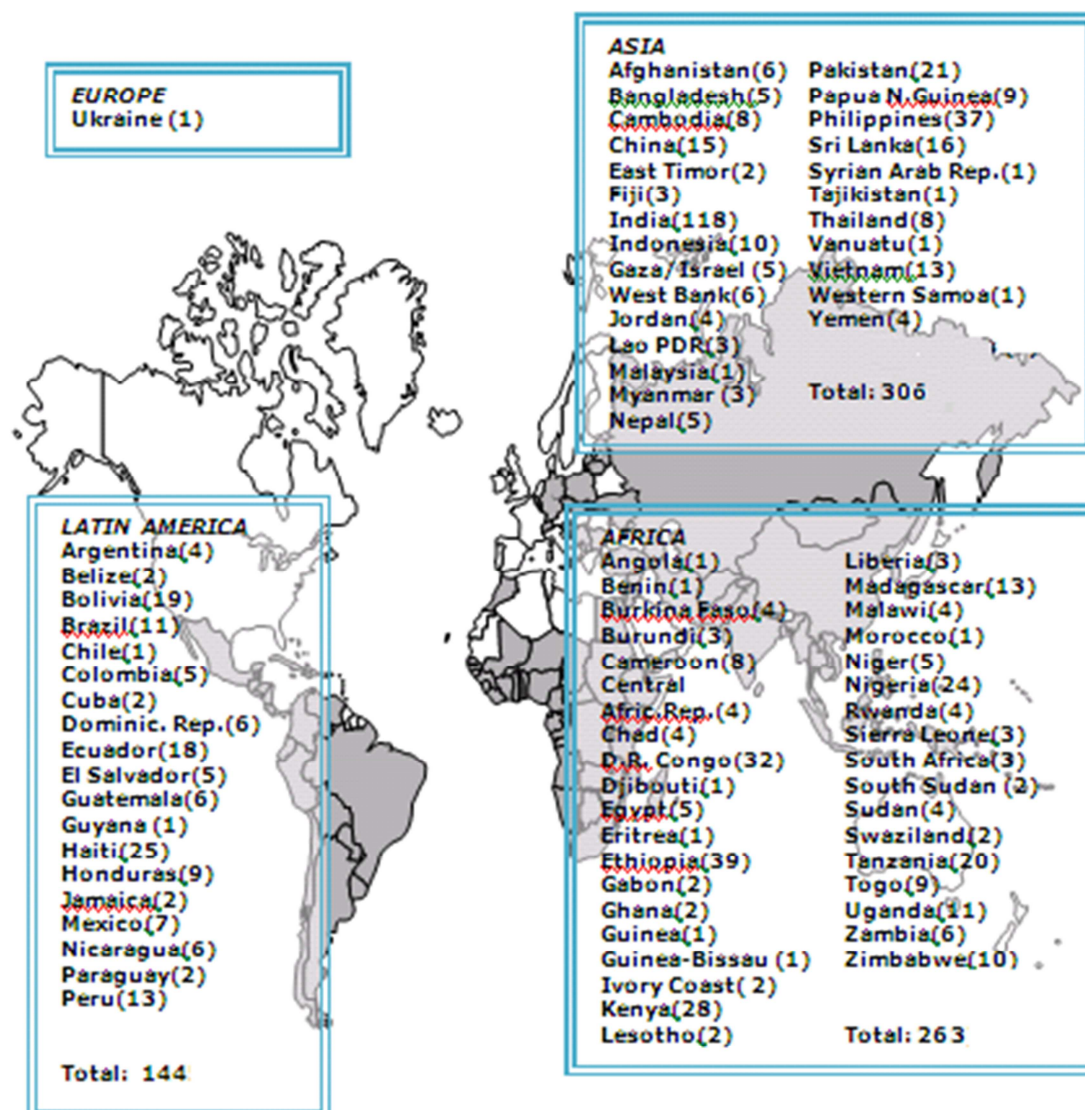
CBM International's financial means are made available by the Member Associations. Therefore CBM International does not raise funds on its own.



## 2.4. Location of organisation's headquarters.

Nibelungenstr. 124, 64625 Bensheim, Germany

**2.5. Number of countries where the organization operates. Please name any countries with major operations or that are specifically relevant to the sustainability issues covered in the report.**



Further Information on all countries CBM operates and projects within each country can be found at <http://www.cbm.org/Worldwide-252062.php>

## **2.6. Details and current status of not-for-profit registration.**

CBM International is an Association registered under German law and is based in Bensheim, Germany. It exclusively follows non-profit and charitable purposes based on the Articles of the Association by supporting and implementing projects.

CBM International is a membership organization (see 2.3).

## **2.7. Target audience and affected stakeholders. Please include a geographic breakdown.**

Our target audiences are persons with disability and those at risk of disability in the most disadvantaged societies. This is reflected in the selection of countries we are working in (see 2.5). It is also reflected in our approach to program and advocacy work through which we reach out to a maximum number of beneficiaries in partnership with others.

We are accountable towards our beneficiaries, persons with disabilities as well as families affected by disability, our local, national, and international partner organizations, organizations of persons with disabilities (DPOs), communities, staff and volunteers, but also individual and institutional donors, and supporters. Within the CBM organizations, CBM International has a particular accountability towards its Member Associations for the transparent and accurate planning and implementation of its programme work.

## **2.8. Scale of the reporting organisation including:**

### **i. Number of members and/or supporters**

### **ii. Number of volunteers**

### **iii. Total income**

In the reporting period of 2011, CBM and its partners have reached 36.1 million beneficiaries. 900,000 operations have been conducted and 1 million assistive devices could be distributed. The number of persons receiving education and rehabilitation services in 2011 was 551,000.

This work has been made possible by 645 local partner organizations, 114.4 million EUR income (without donations in kind), and 943,000 active donors in 11 Member Association countries, 732 staff globally and more than 320 volunteers bring their time, competencies and commitment to CBM Member Associations. Their main tasks are to provide administrative support or to promote CBM mandate and work in their own constituencies.

All Board members at the national and international level are volunteers.

The following numbers are related to CBM International Office's programme work. We'd like to point out that in addition to the programme work shown in this report Member Associations have national programme and advocacy work for the rights of persons with disabilities. While CBM has developed an international finance report in 2012, the programme expenditures of all MAs could not be confirmed by the deadline set by INGO Accountability Charter for this GRI report. We therefore decided to show the income and expenditures of CBM International (as in the previous year) and will publish the global expenditures when the confirmation of all MAs has been received (CBM internal deadline November 2012).

### **CBM International Financial Key Figures**

Total Income: € 64.2m

Total Expenditure: € 63.9m

Out of these expenditures for programme: € 59.4m

And for administration + governance: € 4.5m

The year ended with a surplus of €0.3m which has been added to the reserves.

Equity has been increased from € 0.4 to € 0.7m.

Split of programme expenditures by continent:

<b>Continent</b>	<b>%</b>	<b>Expenditures in Million Euro</b>
Africa	44%	26.0
Asia	31%	18.4
Latin America	18%	10.9
Interregional	7%	4.1
<b>Total Expenditures</b>		<b>59.4</b>

Split of programme expenditures by type of impairment:

<b>Impairment</b>	<b>%</b>	<b>Expenditures in Million Euro</b>
Vision Impairment	34.5%	20.5
Hearing Impairment	10.1%	6.0
Physical Impairment	10.2%	6.1
Psycho Social Impairment	2.5%	1.5
Intellectual Impairment	1.3%	0.8
Deaf blindness	0.9%	0.5
Multiple Impairments	11.7%	1.0
Other Impairments	3.8%	2.2
Cross Disability (CBR)	35.0%	20.8
<b>Total Expenditures</b>		<b>59.4</b>

Staff:

Globally CBM had in the reporting period 699 staff members, out of which 327 staff work in Member Associations and 372 work for CBM International and its branch offices. The number of staff members with disabilities is 8%.

Within our projects the total number of staff in 2011 was 130,887, thereof CBM supported 31,015. 50.2% of these are Male and 49.8% Female. The average number of staff members with disabilities within all projects is 2%.

## **2.9. Significant changes during the reporting period regarding size, structure, or ownership.**

In June 2011 the assembly of CBM has approved with the membership of CBM South Africa as a further representative of the Global South within CBM's governance. Other Member Associations in programme countries are in preparation.

## **2.10. Awards received in the reporting period.**

Nothing to report

### 3. Report Parameters

#### Report Profile

##### 3.1. Reporting period (e.g., fiscal/calendar year) for information provided.

Calendar year of 2011

##### 3.2. Date of most recent previous report (if any)

16 September 2011

##### 3.3. Reporting cycle (annual, biennial, etc.).

Annual

##### 3.4. Contact point for questions regarding the report or its contents.

Markus Hesse, Vice President Finance & Strategy,

#### Report Scope and Boundary

##### 3.5. Process for defining report content.

The Senior Leadership Team of CBM welcomes the constructive feedback from the independent review panel of the INGO accountability Charter as an important input in the organizational development of CBM's work.

The following steps ensure that lessons learnt are built into CBM's further development:

Cross functional project team reviews last year's report and the feedback from the independent review panel

Key findings are presented to Senior Leadership Team (SLT)

SLT includes top priority issues within its business plans and strategy reviews

Cross functional team develops next year's report

Coordination through the Strategy Unit



Cross departmental Team

- Follow up Report 2010
- Conducts workshop on GRI report
- Evaluates feedback from Review Panel
- Identifies key areas for improvement



Senior Leadership Team

- Decides on prioritization of key areas for improvement
- Includes topics in business plan and environmental scan (strategy review)
- Alignment with Member Associations
- Lead: Vice President for Finance & Strategy



Crossdepartmental Team

- Report 2011
- Mapping of required data
- Compilation of existing reports/documents
- Input from further stakeholders upon request
- Check of facts

##### 3.6. Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).

Focus of this report is the work of the International Office. Following the Independent Review Panel's feedback on last year's report, we have widened the scope and included the Member Associations' finances. The provided information including the Member Associations is indicative and does not show the actual performance of any single Member Association or CBM International. Therefore this report is not a legal document. Member Associations or CBM International



should be consulted directly for specific information. Income and expenditure figures are consolidated rather than aggregated.

Statistics and reports regarding HR issues mainly include the work of CBM International, as CBM does not have global HR statistics to the requested extent of the GRI indicators.

Where possible, we provide global figures. These statistics are clearly marked in the report. As mentioned in the introduction, the development of global HR statistics is the second priority and will be developed within 2012/13.

### **3.7. State any specific limitations on the scope or boundary of the report.**

Due to lack of availability of globally consistent data, the questions on Human Resources programme and advocacy effectiveness of Member Associations and Partner Organizations are excluded from this report. Focus of this report is the performance of CBM International's programme work.

### **3.8. Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.**

The collaboration with other organizations is a key element of CBM's programme work. Networking and joint programmes with other organizations have the purpose to better serve our beneficiaries, reduce duplications, and work comprehensively. It is CBM's policy to work through partners, not provide direct service delivery. This principle does affect the comparability of our performance and does not allow us to provide global data including our partner's management standards (e.g. on training days of staff of 625 partners, 11 MAs).

### **3.10. Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).**

None

### **3.11. Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.**

For 2010 we have reported just on CBM's International Office, excluding the work of Member Associations from the scope of this report. Following the feedback from the INGO accountability charter panel, we are reporting this year on behalf of all CBM organizations globally. The only exception is global expenditures, assets and liabilities (see explanation provided under 2.7)

## **GRI Content Index**

### **3.12. Table identifying the location of the Standard Disclosures in the report.**

This report follows the format of GRI level C Reporting template.

## 4. Governance, Commitments, and Engagement

### 4.1. Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.

The CBM International governance has three levels:

#### **Assembly**

The Assembly is the body with the highest decision making authority and responsibility for the organisation. Its function is legislative. It decides on membership, Articles of Association, strategy, key identity and policy papers and annual audit and financial statements. The Assembly meets at least annually. The Assembly has formed a Board Nomination Committee whose main functions are to:

- identify suitable persons for the Board;
- when requested by the Board, identify suitable persons for the Management;
- encourage Member Associations in the development and improvement of good governance.

#### **Board**

The international CBM Board has a supervisory function. It makes recommendations to the Assembly on membership, strategy and policies; it appoints, supervises and dismisses management; and approves the annual plan and budget for CBM International. The Board reports to the Assembly at least annually.

The Board has formed the following committees to support its recommendations and decisions. Terms of reference for each of the committees are available upon request.

- Audit & Finance
- Personnel & Compensation
- Overseas Programme
- Legal Affairs
- Fundraising & Communication
- International Executive Committee

#### **Management**

The so-called "Vorstand" as defined in section 26 of the German Civil Code is appointed by the Board, holds legal representation and carries legal liability. This "Executive Management" is the body responsible for the day-to-day management. It consists of the President, who is the Chief Executive Officer, and four Vice Presidents, all appointed by the Board.



**4.2. Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives.**

The Chairperson of the Assembly, who is also the Chair of the Board, is not an executive officer of CBM International.

These are the main functions of the international governance bodies and management of CBM:

**Body: Assembly, main functions as follows:**

- Admit and dismiss Associations from CBM family membership;
- Change or amend Articles of Association;
- Approve CBM Strategy and key CBM Identity papers for the international level;
- Appoint and dismiss and annually discharge members of the Supervisory Board;
- Annually discharge the Management
- Approve the annual audit and financial statements;
- Other functions – see existing Articles.

**Body: International CBM Supervisory Board, main functions as follows:**

- Appoint, supervise and dismiss the Management;
- Approve CBM international Strategy;
- Approve CBM international Policies;
- Approve CBM international annual Budget;
- Report to the Assembly at least annually

**Body: Executive Management (under German Law the „Vorstand“), main functions as follows:**

- Execute the legal requirements of the organisation
- Develop CBM international Strategy
- Develop CBM international Policies
- Develop the CBM international annual Budget
- Execute the CBM international Strategy and Budget
- Manage the resources with good stewardship
- Report to the Board at least 3 times per year
- Report to the Assembly at least annually.

#### **4.3. For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members.**

##### **Assembly**

Each Member Associations of CBM has one Delegate on the Assembly. Delegates hold a four year term. Delegates will typically be Directors of the Board of the respective Member Associations. No executive officers of CBM are members of the Assembly.

In 2011 the Assembly had 10 Delegates.

##### **Board**

According to the current Articles of Association, the Board consists of at least six and up to twelve members. Appointment of these members is based on their demonstrable competence in the core competencies of the organisation (such as programme development, legal, governance, HRD, fundraising, international alliances, Christian theology of mission). Members of the Board hold a four year term, renewable once. Up to one third of the members may come from outside the CBM Family.

The President is an ex-officio member of the supervisory Board and is not eligible to be Chair or Vice-Chair of the Board.

At the end of 2011 the Board had 9 members, of which 3 were originally recruited outside of the CBM Family.

#### **4.4. Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body**

CBM International considers employees and Member Associations as the primary internal stakeholders.

##### **Employees**

CBM employees in International Office, Regional Offices and Member Associations can use several mechanisms to provide feedback or make recommendations to the CBM International Board and Assembly:

Every 2 years CBM conducts a global employee satisfaction survey, which is accompanied by a series of facilitated workshops in all offices of CBM. The results of the survey and workshops are reported and discussed between Board and the International Executive Management. The implementation of recommendations and action plans from the staff survey is managed within the individual departments and offices.

The staff council of International Office (MAV) participates on all monthly SLT meetings and can make suggestions or raise issues which will be reported to the CBM Boards.

In conjunction with the annual Assembly meeting, CBM hosts a two-day workshop for members of the Assembly, Board Members, senior management from all CBM entities, and senior staff. Purpose of these workshops is to work on a joint understanding of topics relevant for CBM's strategy and mandate, as well as discussing new issues for the future development of the organization. In 2011, the Assembly workshops covered the following topics: CBM's Christian Identity, CBM's Advocacy and Alliance Building, CBM's Governance.

##### **Member Associations (MAs)**

All CBM Member Associations are directly represented on the CBM Assembly (one delegate per MA) and CBM's international Board. The advantage of the combined representation and competency based international Board is a higher ownership of CBM's international work by Member Associations.

In order to provide opportunities for exchange between members of the CBM International Board and staff, Board members are regularly invited to participate in operational activities, such as Peer Reviews with Member Associations or large programme evaluations (especially members of the Overseas Programme Committee).

## **Stakeholder Engagement**

### **4.14. List of stakeholder groups engaged by the organization.**

CBM works with multiple types of stakeholders. One of our basic beliefs is „partnership“. We believe we can achieve much more by working with others. In this vein, CBM was one of the founding members of the Vision 2020 initiative (fighting against avoidable blindness) that now regrouped a few dozen NGOs alongside WHO.

CBM stakeholders list:

1. Beneficiaries (persons with disabilities and families impacted by disabilities)
2. Communities in programme countries
3. Volunteers in community programmes
4. DPOs (Disabled People Organizations) in programme countries
5. Parent organizations
6. Human Rights networks
7. Women's Groups
8. Child Right Organisations
9. Organisations of Persons living with HIV/AIDS
10. Churches and Christian organizations in programme countries
11. Implementing Partners (schools, hospitals, rehabilitation centers, etc)
12. Governments in focus countries (Ministry of Health, Education, Development)
13. Partner/alliance organizations (International + Regional NGOs, Associations of NGOs)
14. Governments in Member Association Countries
15. UN related organizations (e.g. World Health Organisation, World Bank)
16. DPOs in Member Association Countries
17. Churches and Christian organizations in Member Association countries
18. Private Sector (e.g. Merck, Zeiss)
19. Suppliers of CBM offices and projects
20. Universities for research projects (e.g. University of London, Nairobi)
21. Individual donors through Member Associations
22. Institutional donors through Member Associations
23. Member Associations (represented by Assembly delegates, Board members, CEOs as members of International Executive Committee)
24. Overseas Co-workers
25. Staff with implementation partners
26. Local staff members in Regional and Country Coordination Offices
27. Staff members on International Office in Bensheim and Brussels
28. Staff members in Member Associations
29. Volunteers in Member Associations
30. National authorities for registration and regulations
31. Audit firms (local, national and international)
32. Banks

#### **4.15. Basis for identification and selection of stakeholders with whom to engage.**

The regional strategies of CBM differ significantly depending on the need and situation upfront. The regional focus in Latin America cannot be compared with the situation in South India. Therefore we have a process identifying at regional level with whom to engage and with whom not to.

Nevertheless, CBM's strategic process includes a systematic identification of stakeholders including a prioritization tool.

The following "checklist" is a prescreening with the purpose to filter out those requests which are not relevant for the Regional Office.

Standards and processes include:

1. Communication of CBM policy, standards and criteria of success
2. Legality, legal bodies, reporting
3. Credibility, standing, networking
4. Partner and project organisational activity structure and governance
5. Administration, finance, PR
6. Adherence to CBM beliefs, values and mandate
7. Quality and accessibility of services
8. Adherence to CBM's disability and development policy

Details can be provided upon request. Our partner selection criteria are published on our website at <http://www.cbm.org/Partner-selection-criteria-252484.php>.

The decision if CBM engages with specific partners is subject to a partner assessment process. Purpose of this assessment is to check if we have a common basis on programmatic, organizational and administrative level. The process has been developed in the context of the ISO certification of our regional office in Bangalore and can be shared upon request.

In addition each Regional strategy identifies stakeholders with whom to engage actively. This is part of each Regional Implementation plan. Key emphasis of our regions is published under the respective pages on our website and can serve other organizations as potential partners as first orientation.

**The second part of the reporting framework includes the Performance Indicators. The indicators included in the Reporting Template have been selected from six of the thematic areas.**

## **Program Effectiveness**

### **1. NGO1 - Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.**

Based on the core value "inclusion" which is one of the 6 CBM core values, CBM is striving for full inclusion and participation of persons with disabilities at all levels of its activities. We are convinced that this approach will improve the quality of our work as well as the credibility of CBM. While we recognise that the implementation of an inclusive and participatory approach requires an on-going commitment, major steps in that direction have already been taken:

- A CBM-wide training scheme on inclusive development has been initiated and roll-out started. This has already shown significant results in terms of the knowledge of CBM staff regarding the practice of participatory approaches.
- An increasing number of CBM regional strategies is based on consultative procedures that provide a central place for persons with disabilities and their representative organizations to shape those strategies, as well as their implementation and evaluation.
- In the formulation of the first ever CBM Advocacy Strategy, persons with disabilities/their representative organisations played a central role in setting the main objectives of that strategy. The implementation of the advocacy strategy gives a central role to disabled people's organisations (DPO) by promoting partnerships between CBM and DPOs.

### **2. NGO2 - Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.**

CBM's programmes include a number of possibilities for all stakeholders to raise complaints. These processes are steered by the unit for Quality Assurance & Implementation Support within the programme development department and are currently under revision to be further developed together with partners. Feedback is also addressed by CBM's new monitoring system, which ensures feedback from beneficiaries and partner organizations on the progress of inclusive development in projects. This system is currently under development in collaboration with partners in Africa, Asia and Latin America and will be rolled out in 2013 (results to be reported in 2014).

Our standards for the provision of medical services through partners have included feedback and complaint mechanisms from patients.

Based on the panel's feedback on complaint mechanisms, CBM has worked on the concept of a professional whistleblower process, which has been developed in 2012 and will be implemented in the first quarter of 2013. This tool will help us to ensure that anybody can provide information on breaches of policies in an anonymous manner to the Executive Management of CBM International, supervised by the Committees of CBM's supervisory Board.

### **3. NGO3 - System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated.**

#### **Methodology**

Currently, CBM's programme work is based on the project cycle management approach (PCM) which promotes a participatory development, implementation, monitoring and evaluation of projects with partners, rights holders, communities and other stakeholders (see 4.14).

#### **System**

Within the Department for Programme Development a group of experts was asked to develop a framework for ME&L (Monitoring Evaluation & Learning) to demonstrate CBM's contribution to changes in the lives of persons with disabilities through the lens of working towards an inclusive world with an additional emphasis on the improvement of CBM's and partners' work (learning). This work started in 2011.

The respective framework to capture the changes is being developed together with partners. CBM is using a bottom-up approach in which partners inform CBM to shape the framework. It is driven by the following principles:

- Simplicity: not to re-invent the wheel;
- Usefulness: of the information gathered by the partner for the partner in order to help improving their work;
- Technically measurable: using existing resources as much as possible rather than creating and introducing additional work load.

#### **Communication internal and external**

So far, the monitoring cycle described in the PCM handbook is divided into regular review, re-planning and reporting (communication), providing tools, checklists and support for the programme manager. Extract from PCM Handbook page 133 Chapter III, "The project phase and monitoring process": The CBM internal communication within Programme experts across CBM (Member Associations, International Office, Regional Office, Advisors) is supported by having access to the same systems. Communication can be triggered automatically (optional alert function in document management system). For further information, case studies and practical tools for monitoring on inclusive projects please look at the guideline „**Make Development Inclusive - A practical guide for PCM**“ (introduced in Section Indicator 1) on page 36.

### **4. NGO4 - Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle.**

As the key mandate of CBM is Inclusive Development, CBM aims to promote gender equality within its inclusive development work: CBM has worked to develop tools and training material to build the capacity of our staff and partner organisations, to ensure that their project planning, implementation, monitoring and learning cycle is based on sound understanding and analysis of the gender aspects of their work. CBM acknowledges that women and girls with disabilities are amongst the most vulnerable members of any society and are often faced with double discrimination, based on their gender and their disability. CBM and its partners strive to support greater participation of women and girls with disabilities in their programs and ensure they are able to access essential services equal to their male counterparts.

The results can be demonstrated in CBM's annual report of activities:

<b>Working with women and girls</b>	<b>Total male and female 2011</b>	<b>% female 2011</b>	<b>% female 2010</b>
<b>Education</b>			
Students	62,861	47%	44%
Newly admitted in statistics year	18,359	51%	45%
No. of students that graduated	4,672	44%	42%
Number of students that went on to higher education, vocational training or gainful employment	4,329	46%	44%
<b>Assistive devices dispensed/repared (Medical and E&amp;R work)</b>			
Total number of assistive devices	1,070,797	52%	50%
Spectacles (dispensed)	853,689	54%	52%
Low vision devices	43,488	49%	49%
Hearing aids	16,114	46%	45%
Orthopaedic appliances	118,032	40%	44%
<b>Subtotal</b>	<b>1,031,323</b>	<b>52%</b>	<b>51%</b>
Others	39,474	45%	49%
<b>Total clients medical E&amp;R including patients and students</b>			
Clients (patients), medical work	35,587,687	49%	42%
Clients CBR and CMH and education (students)	551,052	46%	46%
<b>Total number of clients</b>	<b>36,138,739</b>	<b>49%</b>	<b>42%</b>
<b>Total number of surgeries</b>			
Total number of surgeries: vision, hearing and physical	901,363	52%	49%

## **5. NGO5 - Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.**

People with disabilities are central to all advocacy processes. Issues are identified by DPOs and their members with the CBM advocacy department. This is achieved through an on-going involvement of DPOs in the advocacy planning processes within CBM International Advocacy and Alliances (IAA) department. Also, IAA puts a high emphasis on recruiting persons with disabilities, as this enables persons with disabilities to speak for themselves.

All processes are accessible and inclusive to the requirements of a full range of impairment groups. Communication of our work adheres to the highest standard of accessibility, from website content, to online conferencing and publication of



materials. For example, our website was audited for accessibility and is now fully operational for people with visual impairments. All our PDF documents are accessible for screen readers. Our public awareness campaigns are developed with people with disabilities and are context-specific to reach the widest possible audience. Guidelines on the use of language have been developed. They will help to communicate respectfully when communicating about disability to a wide range of audiences.

## **6. NGO6 - Processes to take into account and coordinate with the activities of other actors.**

Core mandate of CBM is to improve the lives of persons with disabilities by bringing together all stakeholders which are impacted by disability or which play a role in overcoming social or physical barriers. Therefore our one target group for our work consists of other development and policy actors, who we aim to convince that you cannot make poverty history unless you address disability.

By that nature of our work, our programme plans are developed in a participatory process and owned by the partners. It is very possible and can be demonstrated that a project with a partner may include results and activities where CBM is not involved at all, or is just sharing information between stakeholders. Tools such as joint project plans and different agreement frameworks for different levels of involvement have been developed.

The guideline for our project work has the two key messages: participation and result oriented planning. We've introduced tools for stakeholder identification, prioritization, management, and communication. Key for the implementation of this philosophy is our programme development process which guides our programme experts step by step through CBM's Project Cycle Management (PCM) methodology (handbook available on request).

This indicator NGO6 is a very good example to demonstrate the change process in CBM's programme work over the last 5 years. In the past a CBM project or programme focused on the CBM related activities by a partner. Our systems and processes did not consider those components of our partners which are dealt with by other stakeholders. Through our work on the WHO programme Vision 2020 The Right to Sight, we widened our perspective and learnt to better cooperate with other actors (e.g. national eye care plans within the Vision 2020 programme). While our actors on the ground shifted their work, our systems still focused on the CBM related work.

Today a project plan is owned by a community (see CBR policy/PCM handbook) and includes various areas out of which CBM is addressing just a few. Our system covers the entire programme with general information on the programmes objectives, results and main activities. It provides specific information on budgets etc. on the CBM relevant part, but you can analyze the complete programme and the part of CBM.

As stated earlier, this system was only introduced in 2010, so it will take a while before it will bear fruit. However, with this systematic support and the shift in our philosophy and our methodology focusing on participation and partnership we envisage a significant improvement ensuring that we serve as a part of comprehensive programmes.



## Economic

### 7. NGO7 - Resource allocation.

#### Resource Allocation Process

The resource allocation process coordinates the matching of designated and non designated funds of Member Associations with programme support and international services. The process starts with the application of partners, their appraisal by the Regional Offices and ends with the allocation of individual project (or even project results/activities or individual items) to each Member Association.



All projects are planned in a standardized results oriented methodology (PCM). The expected results and activities can be allocated to individual Member Associations or even individual donors very precisely. This allocation is the basis for the monitoring of funds and achievements during the year. As far as the implementation is concerned, CBM follows its accounting principles which are attached in appendix 6.

This process ensures the Member Associations' ownership of its own project portfolio while providing a common monitoring and reporting framework which ensures programmatic and administrative accountability at global standards or (where required) with national (or donor) specific reporting requirements.

The budget process and guidelines are available upon request.

### **Calculation of overheads**

The expenses for international services and governance are considered overhead costs. The calculation of these costs is based on a business plan which is reviewed by the International Executive Committee and the Senior Leadership Team. It is approved by the international Board. The members of this budget steering committee represent the Member Associations, the International Office as well as the Regional Offices. This business plan brings together the planned activities and services of the international office with the overall budget situation and available funds for programme work.

The contribution of each Member Association towards the overhead cost is based on the Member Association's average programme contribution over the last three years. The ratio of international services/governance compared to programme expenditures in 2011 was 6.7%.

### **Use of Resources**

The utilization and use of CBMeV's resources is reported to Member Associations on ongoing bases (integrated IT system with access for MAs) and follows international standards which are documented in the accounting policy (appendix 6).

The tracking system includes financial reports (frequency depends on size and nature of project) and are regularly reviewed before further payments are conducted. The financial accountability system of CBM includes the following control levels:

1. Finance staff in Regional Offices /Country Coordination offices monitor projects and check financial reports according to CBM international standard.
2. Controlling Unit at IO checks the 1st level controls, develops CBM's standards and builds capacity. The team also analyses cross regional data and expenditures of the International Office. Findings of Internal Audit are followed by the Controlling team.
3. Internal Audit checks projects as well as CBM offices and looks at the compliance with CBM's financial standards and policies.
4. Projects above 20,000 EUR budget, Regional Offices, Country Coordination Offices are audited by a local (external) audit firm which is contracted by the International Office according to the audit standard. Small projects (below 20,000 EUR p.a.) are audited by the Regional Office.
5. The International Office work is audited by an external audit firm. Focus of this audit is the financial reporting including CBM's overseas programme work through the international office and its operational expenditures. It includes checks on the controlling processes, standards and project samples of the 4 other control levels.

In addition to the audit process the partner provides a standardized account abstract which provides an overview about the receipt of funds as well as their use, and potential savings. These reports are processed and checked by control levels 1 and 2.

The accounting of CBMeV is conducted in accordance with German regulations under commercial law. The audit is performed according to §317 German Commercial Code (HGB) as a problem-oriented audit of financial statements and is of sufficient scope to ensure that material inaccuracies and violations of accounting rules are identified with sufficient assurance. In order to meet these requirements, the auditor applies a risk and process oriented audit approach. In 2011 the audit was conducted by Curacon GmbH Wirtschaftsprüfungsgesellschaft, Darmstadt.

In 2012 CBM is working on a study to introduce whistleblower processes and to rework its anti corruption measures.

## 8. NGO8 - Sources of funding by category and five largest donors and monetary value of their contribution.

As in previous years, in 2011 CBM received the majority of its funding from individual donors.

Altogether, more than 942,000 persons supported CBM's disability and development work around the world.

Institutional (government funding) is a growing income stream (7% in 2009, 13% in 2011).



Five largest donors	Donation in 2011	Member Association
Australian AID	6.170.000,00	Australia
co-funder 1*	2.002.000,00	Germany
co-funder 2*	1.889.000,00	Germany
co-funder 3*	833.000,00	Germany
co-funder 1*	788.039,00	Canada

\*Name of donor not to be disclosed.

## 9. EC7 - Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.

Significant locations of operation outside Germany are Regional Offices and Country Coordination Offices.

While Regional Directors are almost always expatriates (only exception in CBM is India), heads of country offices can be locals or expatriates, depending on need, recommendations from the Regional Directors and decisions by the Executive Management. If a matching candidate cannot be hired from the local community, recruitment and hiring are done internationally. For further details, the table under indicator 12 gives an overview of ratio between expatriate and local employees for each of CBM's regions.

It is important to consider that "expatriate" does not necessarily mean the person is from Europe, North America or any other developed country. An expatriate hire can also come from another country in the region or on the continent.

In summary, CBM has been following internally understood principles of local recruitment, but there is no written policy or procedure for local hiring.

## Environmental

### 10. EN16 - Total direct and indirect greenhouse gas emissions by weight.

For the reporting period of 2011, CBM International can't provide total direct and indirect greenhouse gas emissions by weight. As stated under 1.1, CBM International has started the work on its environmental responsibility. Nevertheless, we have to acknowledge that it takes time before results can be demonstrated. The initiatives are described under EN 18.

### 11. EN18 - Initiatives to reduce greenhouse gas emissions and reductions achieved.

The executive management of CBM International has approved standards and guidelines aimed at reducing CBM's environmental footprint, relative to size and activities of various offices.

Activities include providing advice to and developing targets for the CBM Family aimed at minimising our environmental footprint; this considers:

- a. energy consumption and use of resources in offices;
- b. ways to minimise carbon consuming travel;
- c. recycling and minimising waste.

In developing these standards, CBM's leadership assumes the validity of observed and anticipated increases in average global temperature, extreme weather events, rising sea levels, changes to the timing and amounts of rainfall and other environmental changes in all regions of the world, as recorded by the IPCC.

Objective is to establish the baseline for total direct and indirect greenhouse gas emissions by weight for CBM International and all its offices by 2013.

Further baselines for monitoring include the following issues:

1. Buildings
  - a. Energy
  - b. Water
2. Materials
  - a. Consumables
  - b. Equipment
3. Travel
  - a. Work travel: land-based
  - b. Work travel: flights

A strategy for CBM's environmental stewardship is being developed with the support of partners in 2012.

## Labor

### 12. LA1 - Total workforce, including volunteers, by employment type, employment contract, and region.

Offices	Total Number of Staff	Staff with unlimited contract	Staff with limited contract	Voluntary Staff
International Office	66	59	7	n/a
Africa East	50			
Expatriate Staff	18	0	18	0
Local Staff	32	n/a	n/a	n/a
Africa Central	27			
Expatriate Staff	10	0	10	0
Local Staff	17	n/a	n/a	n/a

Africa South	16			
Expatriate Staff	10	0	10	0
Local Staff	6	n/a	n/a	n/a
Africa West	50			
Expatriate Staff	12	0	12	0
Local Staff	38	n/a	n/a	n/a
Asia Central	28			
Expatriate Staff	3	0	3	0
Local Staff	25	n/a	n/a	n/a
Asia South East	29			
Expatriate Staff	6	0	6	0
Local Staff	23	n/a	n/a	n/a
Asia South	22			
Expatriate Staff	1	0	1	0
Local Staff	21	n/a	n/a	n/a
Asia North	26			
Expatriate Staff	3	0	3	0
Local Staff	23	n/a	n/a	n/a
East. Mediterranean	13			
Expatriate Staff	9	6	3	0
Local Staff	4	n/a	n/a	n/a
Latin America	25			
Expatriate Staff	5	0	5	0
Local Staff	20	n/a	n/a	n/a
<b>Member Associations</b>				
CBM Australia	94	n/a	n/a	99
CBM Canada	51	n/a	n/a	52
CBM Germany	150	n/a	n/a	3
CBM Ireland	8	n/a	n/a	0
CBM Italy	10	n/a	n/a	0
CBM New Zealand	10	n/a	n/a	14
CBM Switzerland	14	n/a	n/a	0
CBM UK	25	n/a	n/a	1
CBM USA	9	n/a	n/a	0

The table above shows a picture of the CBM workforce for CBM International and CBM's Member association. What we can see from the table is the distribution across the regions and countries, the employment type and the contract type. In the regions we find a mix of expatriate employees and staff employed locally at the Regional Offices or Country Coordination Offices. The portion of local employees is higher – in parts significantly higher - than the portion of expatriates in almost all regions except Eastern Mediterranean and Southern Africa. All expatriates have fixed term contracts. It needs to be pointed out that for local staff contract details are not available at the International Office, hence no indication can be made about the portions of unlimited and limited contracts for 2011. In mid-2012, the HR department in the International Office will introduce an HR management standard. The required data will be more easily available for staff contracted in the regions and can be added for the GRI report for 2012 (as described under 1.1).

### **13. LA10 - Average hours of training per year per employee by employee category.**

As of 31 December 2011 the average number of training hours per employee category and employee are:

- Level A (Senior Management): 6,5 hours per annum/per employee
- Level B (Middle Management): no consistent data for 2011 available
- Level C (1st line Managers/specialists): 8,4 hours per annum/per employee
- Level D (administration officers, support): 6,9 hours per annum/per employee

To date, CBM International works on a unified and standardized monitoring system for trainings across all offices. Hence, the data provided is not comprehensive and does not include local training initiatives, for example.

### **14. LA12 - Percentage of employees receiving regular performance and career development reviews.**

CBM has a Performance Management system including objective setting. Performance feedback dialogues as well as personnel development measures were developed in 2007/08 and fully rolled out across the organization in 2009/10. For the year 2011, in CBM International 85 percent of employees have had objective setting dialogues with their managers and 81 percent have had a performance appraisal with their manager.

**15. LA13 - Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.**

Level	Gender In Percent		Nationality in Percent		Age Breakdown in Percent			PwD in Percent
	Female	Male			< 30	30-50	50 +	
<b>Governance Level</b> (Board of CBM e.V.)  Number of staff: 9  (number of Board Members is 11, but two retired before 31 Dec. 2011 and were only replaced in January 2012)	33	67	British 22 German 22 Australian 11 French 11 New Zealand 11 Philippinian 11		0	0	100	0
<b>Senior Management Level</b> (Senior Leadership Team and Regional Directors)  Number of staff: 15	33	67	German 47 British 20 Belgian 7 Canadian 7 French 7 Indian 7 Kenyan 7		0	47	53	0
<b>Middle Management</b> (Directors and Unit Heads in International Office, Country Coordinators in the regions)  Number of staff: 14	38	62	German 31 British 15 American 7 Columbian 7 Dutch 7 French 7 Italian 7 Malaysian 7 Swiss 7		0	77	23	15
<b>1st Line Management</b> (staff with 1st Line Management function in the International Office, expatriate co-workers in the regions managing projects)  Number of staff: 14	27	73	German 73 British 13 Belgian 7 French 7		0	53	47	7

Level	Gender In Percent		Nationality in Percent	Age Breakdown in Percent			PwD in Percent
	Female	Male		< 30	30-50	50+	
<b>Administrators</b> (staff without line management responsibility in the International Office and in Regional Offices)  Number of staff: 119 -	56	44	German 55 British 10 Dutch 8 Italian 6 American 2 Belgian 3 Camerounian 3 Canadian 2 French 3 Mexican 1 Austrian 1 Finnish 1 Indian 1 Irish 1 Luxembourgian 1 Malian 1 Paraguayan 1 Polish 1 Spanish 1 Swiss 1 Zimbabwean 1	3	62	36	5

The table above illustrates the distribution of CBM International workforce according to gender, nationality, age and disability as an additional indicator for diversity.

The table does not include staff contracted locally in the branch offices of CBM International, because the colleagues are administrated locally. In 2012, the HR department in the International Office will introduce HR management systems which will show a complete picture in the future.

The Senior Management Level contains the President and the four Vice Presidents as well as Regional Directors. The Middle Management Level includes the Directors for International Alliances and Advocacy and for Knowledge, Learning and Training as well as the Unit Heads within the International Office. Also included are the Country Coordinators in the regions. The 1<sup>st</sup> Line Management Level comprises all staff of the lowest management level that line manage at least one direct report in the International Office. Furthermore, it includes all employees that have a managing role with one of our project partners, for example a hospital manager or a CEO in a project. While the projects they manage can be of considerable size, they still fall within the 1<sup>st</sup> Line Management category as the people they manage are technically outside the CBM structures. The GRI report for reporting period 2010 also counted specialists in the category of 1<sup>st</sup> Line Management Level. This table however, solely refers to the degree of management responsibility and not to the degree of knowledge or skill. Hence, persons that fell under the category of specialist in 2010 are now counted in the category corresponding with their management responsibility. The category of Administrators comprises all staff without any direct line management responsibility in the International Office or in the Regional Offices. This also includes persons with a coordination or advisory role.



The table shows that the gender balance is best realized in the level of administrators. Going up from there, the imbalance increases. With administrators being the biggest group of staff, it is also the most diversified in terms of nationality. Still, though, the majority are Germans across all levels, followed by the British. The only exception is the Governance Level where British and Germans are equally distributed. Employees under thirty are absent from all levels but the administrators level. Moving up the level, there is a tendency towards an increasing percentage of persons older than fifty. The Middle Management level is the only exception with 77 per cent of persons in the age group of 30-50 years and only 22 per cent in the group of 50 or above. An explanation could be that persons over 50 have already moved out of Middle Management into the Senior Management Level or they have not progressed into Middle Management from 1<sup>st</sup> Line Management in the first place.

## **Society**

### **16. SO1 - Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting.**

Every year, CBM provides data on the development of the performance of its programme work (summary from the report of activities 2011 in appendix 1-3). Fact sheets with 5 year trends in all major areas of our programme work are published on our website

([http://www.cbm.org/article/downloads/54741/CBM\\_FactSheets\\_2012.pdf](http://www.cbm.org/article/downloads/54741/CBM_FactSheets_2012.pdf)).

Currently, CBM's programme work is based on the project cycle management approach (PCM) which promotes a participatory development, implementation, monitoring and evaluation of projects with partners, rights holders, communities and other stakeholders (see 4.14).

The situational assessment includes an analysis of the root causes and effect of the exclusion of persons with disability from access to specific and mainstream services and participation in society.

The project planning incorporates indicators of success (results based) and an agreement on how to measure the success. Our objective is to develop indicators that capture change which can be applied for our interventions/activities on individual, country, regional, continental or global scale.

We recognise that we have to demonstrate CBM's contribution to changes in the lives of persons with disabilities in low income countries in order to be accountable to our beneficiaries/rights holders and donors. In 2011, CBM has started the development of a new system for monitoring, evaluation and learning (see NGO3) that will enable the assessment of the occurring changes.

There is a widespread assumption that there is an interrelation between poverty and disability (disability leading to poverty and poverty leading to disability), and it seems very logical that medical or rehabilitation interventions, for example, or inclusive school programmes, contribute to positive changes in the lives of persons with disabilities as well as in their families and communities. However, there is a scarcity of research-based evidence verifying these assumptions robustly.

In addition to ME&L (monitoring, evaluation and learning) activities which are one source for providing an evidence base for CBM's work, CBM also engages in research projects to respond to expressed needs of information gaps and generate evidence for practice and inform strategic objectives.

Within the Research Unit at the Department for Knowledge, Learning and Training (KLT), which was set up in 2011, CBM is currently developing a strategy

for “research and evidence for practice”. An essential component of this strategy is the appraisal of the effectiveness of programmes, projects and specific activities. The outcomes of effectiveness and impact studies are fed into learning, scaling up of good practices, (re)planning, policy development, ME&L, accountability reporting, advocacy work, etc.

In the year 2011 there were approx. 15 ongoing research projects, amongst which the following were especially focusing on “effectiveness”:

- Economic evaluation of eye health interventions in Zambia; objectives
  - to estimate the incremental cost-effectiveness of NGO supported eye care services compared to a situation without the care offered by the project
  - assessment of incremental quality of life change for patients who have received eye care services
  - estimation of productivity losses due to visual impairment
- Randomised controlled trial comparing the effectiveness and cost of foldable and rigid intraocular lenses in phacoemulsification cataract surgery in Nepal
  - Comparison of effectiveness of foldable and rigid IOLs in phacoemulsification cataract surgery
- Effectiveness of low vision services for children in India and Indonesia
  - Evaluation of first outcomes and effectiveness of low vision care for children over a longer period of time (i.e. over 2 years or more) after first presentation to low vision services
- Visual morbidity in children with CP in Bangladesh: Prevalence, Type and impact of Habilitation Strategies
- Evaluation of the disability-related emergency response in Haiti
- Development of a research proposal for Participatory Evaluation in CBR

The evidence gained from the research projects is managed via KLT (knowledge, learning and training) and made available and accessible to the whole CBM Family, partner organisations and other interested stakeholders. Many of the findings are published in other formats and used beyond CBM.

### **17. SO3 - Percentage of employees trained in organization’s anti-corruption policies and procedures.**

All anti-corruption policies, procedures, and measures of CBM are under the revision of a strategic project which has started in 2011 and is expected to finalize its work in 2012. The work of this strategic project includes a comprehensive concept for financial accountability through

- Policies and standards
- Training and capacity development
- 5 layers of controls
- Whistleblower tools

Due to these changes, just one training on anti-corruption policies and procedures were conducted in the reporting year 2011.

### **Product Responsibility**

### **18. PR6 - Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.**

CBM has its own Donor ethical charter which has been developed in 2006. All CBM national members associations have committed to it.

CBM International does not have a specific mechanism to check whether this Donor Ethical charter is being implemented for each and every Member Association fundraising campaign. That being said, CBM national Member Association Heads of fundraising & marketing meet every month through internet

conferencing to review one another's successes & failures. Ethical fundraising is a subject that is regularly discussed.

In 2009 & 2010, two specific workshops took place to develop the "CBM language & image guidelines". Those guidelines ensure that what we say in our communication and marketing documents matches with CBM core value "we communicate honestly & respectfully" and "we practise & promote inclusion". Ideally we would have a yearly review of all CBM materials. However this is currently not possible due to lack of manpower to do so.

Nationally, CBM Member Associations adhere to and abide by national ethical fundraising & marketing standards, a process which CBMe.V. strongly encourages. For example:

- CBM UK = Marketing Association and the Public Fundraising Regulatory Body
- CBM-Germany, CBM largest Member Association =
  - [Publishes a self-commitment on their website](#)
  - Is a member of VENRO (Verband Entwicklungspolitik Deutscher Nichtregierungsorganisationen) which has a [commitment from their members](#)
  - Has received the seal from [DZI](#) (the German seal of approval)
  - Is a member of the transparency initiative [Transparenzinitiative](#)
  - CBM received the transparency prize (Transparenzpreis) in 2010 from PriceWaterhouseCoopers for its annual report
- CBM Switzerland =
  - Is a member of the Swiss Fundraising Association and has committed to their [Ethical Fundraising standards](#)
- Has been granted the [ZEWO seal of approval](#)
- CBM-US =
  - Is a member of the ECFA (Evangelical Council for Financial Accountability)
  - Adheres to the seven standards of Responsible Stewardship
  - Adheres to the Association of Fundraising Professionals Guidelines, Codes, and Standards.
  - Has received a five star rating with Charity Navigators.
- CBM-Canada has received the 4Cs (Canadian Council of Christian Charities) seal of accountability and abide by their ethical fundraising guidelines.
- CBM-Australia =
  - Adheres to the ACFID code of conduct (Australian Council for International Development).
  - Has full accreditation with AUSAID
  - Is a Child Safe organisation.
- CBM-New Zealand has signed up to NZ Council for International Development code of ethics & NZ Fundraising Inst.
- CBM Italy is committed to respect the code of Istituto Italiano della donazione and has received the seal of approval from that same institution.

## **Additional Indicators**

### **Indicator 19: EC2 - Financial implications and other risks and opportunities for the organization's activities due to climate change**

CBM is continuing to pro-actively assess and factor in the implications of climate change on its mandate and work.

#### **Establishing an Environmental Stewardship Advisory Working Group.**

In reference to climate change and other issues relating to the environment, CBM during 2011 laid the ground work for establishing an 'Environmental Stewardship Advisory Working Group'. This working group has two key priority areas.

**Priority 1.**

Providing advice to and developing targets and resources for the CBM Family aimed at minimising CBM's carbon and overall ecological foot print, relative to size and activities.

This will consider:

- energy consumption and use of resources in all associated offices, projects and activities (e.g. power saving, use of solar power, water saving)
- ways to minimise travel / minimise the impact of travel (of all forms)
- recycling and minimising waste.

*Policy development in this area started in the second half of 2011.*

**Priority 2, part A.**

Working together with persons with disabilities, ensure that their strengths and vulnerabilities are represented in key international, national and local forums, strategies and research on environment and climate change. Development of strategy and resources will be with the Intl Advocacy and Alliances Department, and through collaboration with other stakeholders.

This is to include input to:

- climate change strategies and funds
- food security / resilient livelihood / social protection strategies
- Water, Sanitation, Hygiene (WASH) strategies
- Strategies relating to environmental Disaster Risk Reduction (DRR), emergency response, displacement, human security, shelter, infrastructure

**Priority 2, part B**

Developing strategies and resources for CBM, its partners and for the development sector more widely around the needs of persons with disabilities relating to environment and climate change.

Development of strategy and resources will be with the Programme Development Department, and through collaboration within CBM, with partners and through external alliances.

Strategies and resources to include those relating to:

- Building an understanding of the growing impacts of climate change and the need for its inclusion in planning and Project Cycle Management
- Emergency planning and response related to environment: Disaster Risk Reduction (DRR) /Displacement/ Human security / Shelter /Infrastructure
- Improving access to resilient livelihoods, credit and social protection for persons with disabilities and their families in situations of environmental change
- Food security (food production / improved nutrition for rural and urban poor people with disabilities and their families)
- Water, Sanitation, Hygiene (WASH) including access to water and hygiene points, water harvesting / saving, improved rural and urban planning for disability inclusive development.
- The energy needs of persons with disabilities and their families (cooking, lighting, transport).
- Encouraging our partners to consider ways to reduce their carbon emissions, and other areas of their ecological footprint in their office and project activities.

**Rationale: The impacts of environmental issues and climate change on disability prevalence and on people with disabilities.**

In outlining the above activities, CBM notes the following:

- Climate change is likely to increase the prevalence of disabling diseases (e.g. malaria, trachoma, Xerophthalmia due to Vitamin A deficiency).
- As climate change places a burden on the world's poorest countries, basic services such as immunization to remote areas may disappear, increasing the risks for the poorest people of contracting preventable disabling diseases.
- Food security will become an increasing problem. There are strong links between malnutrition and contracting disabling impairments. In addition persons with disabilities and their families, due to their poverty are known to be very vulnerable to food shortages.
- Forced migration of people due to climate change will create added hardship for persons with disabilities.
- Climate change is increasing the number of extreme weather events resulting in emergencies. Conflicts due to scarce land and water resources are increasing.
- Persons with disabilities are known to be among the most vulnerable in emergency and conflict situations.
- When infrastructure is damaged by extreme weather events, access and safe mobility for persons with disabilities are generally significantly reduced.
- CBM is seeking to promote a "twin track approach" with its programme, alliance and networking partners. CBM understands that climate change is a growing issue for these partners and will therefore adapt its approaches to ensure continued improved "quality of life" and "inclusion" for persons with disabilities, in a changing environment.
- We acknowledge that CBM's work leaves an ecological footprint as we run offices and projects around the world. CBM also contributes to the problem of climate change by consuming energy and office supplies, creating carbon dioxide emissions as frequent travelers and creating waste material from project activities, e.g. in hospitals. Thus we too are to some extent implicated in the issues faced by people with disabilities.  
(CBM's Disability and Development Policy, 2006, - currently being updated-describes many of these issues).

#### **Indicator 20: LA04 - Percentage of employees covered by collective bargaining Agreements**

The total number of staff in 2011 for the International Office including expatriate co-workers with International Office contract was 162, out of which 141 (=87%) are covered by the collective bargaining agreement AVR of the "Diakonisches Werk" (the outreach ministry of the Lutheran Church of Germany). We acknowledge that locally recruited staff in CBM International branch offices often are not covered by collective bargaining agreements and work together with regions on a solution for this issue. This takes time and will not deliver results before the report 2013.

#### **Indicator 21: LA14 - Ratio of basic salary of men to women by employee category**

At present, it is felt that CBM's pay structures do not contain or encourage gender bias. CBM is member of the "Diakonisches Werk" (the outreach ministry of the Lutheran Church of Germany) and therefore adheres to the guidelines for labor contracts for entities (AVR). Hence, the basic salary for female and male staff members in each staff category is exactly the same.