

1. CBMA Management Response to IAG Impact Evaluation Findings and Recommendations

The Inclusion Advisory Group accepts the overall findings of the impact evaluation and welcomes the strong, independent endorsement of our advisory approach as an impactful means to achieve positive change for people with disabilities.

We see the advisory work as an important and valuable component of CBM Global Disability Inclusion’s “Three Vehicles of Change” alongside field programs and advocacy.

2. The table below provides our Management Response to recommendations from the evaluation and highlights one finding with which we do not completely agree and which we believe may need some further testing.

#	Recommendation	Response
1.	3. Continue to focus on knowledge generation and translation – through working with a diverse range of stakeholders with high level technical and contextualised DID expertise.	<i>It is acknowledged that knowledge generation and translation is an area where we could step up, to develop clear packages of information that can be used in a variety of contexts, including some open-source advisory materials made available on the IAG webpage. This will be factored into work planning with resources to be prepared as we are able to find internal or external funding for the work.</i>
2.	Continue knowledge brokering and creating space – through trusted long-term partnerships and networks - that link duty bearers with rights holders, and explore expanding partnerships with OPDs to meet increasing demands for their involvement in DID.	<i>The issue of expanding partnerships with OPDs is a key one, particularly being able to connect clients to OPDs beyond the Asia Pacific region where the Australian team’s longer-term relationships are. Increased and improved partnership with the disability movement is a high priority for the CBM Global federation and is being actively pursued in countries where we have a presence. Beyond the CBM Global countries, we will continue to rely on regional and global peak bodies and our existing networks to link us to new OPD partners as opportunities arise. As the advisory work increases across the CBM Global federation, specific efforts are being explored to develop the advisory capacity of key OPD partners.</i>
3.	Continue to strengthen capabilities and capacity – to enable conceptual and instrumental change, using practical and tailored advice, which meets clients “where they’re at”.	<i>We will continue to provide on the job capacity building of our advisory team, often with the support of specialist external partners, to be able to meet the growing sophistication of client requests.</i>

4.	Consider the nature of engagements and lean into long term partnerships as these seem to result in more significant/catalytic impact.	<i>Noted. We will continue to be strategic in making decisions about the work that we take on. The risk is that we spread ourselves too thin and don't effectively capitalise on the potential found in new larger partnerships.</i>
5.	Clarify how and where IAG-A fits into CBMA more broadly - including developing a specific theory of change that accurately describes IAG-A and which leverage points in the system to focus on, that will have the greatest impact, and that the IAG-A is best equipped to do within the broader context of CBMA.	<i>The value of developing a more specific theory of change is acknowledged. We will look at whether there are opportunities to do this alongside CBM Australia strategy development through 2022.</i>
6.	Develop a MEL system for IAG-A - that reflects the theory of change and behind the scenes role to allow systematic data to be collected for communication, strategic and reflective purposes. This should include tools that capture outcomes in a systems-change environment such as outcome harvesting, MSC, significant instances of policy influence (SIPSI) etc.	<i>Agree the MEL system needs a refresh, and better alignment with some of our systems. Additional work is needed to build the team's awareness and ownership to identify points at which data should be more systematically collected. We do this well for some contracts where MEL is built in, but it is more adhoc on other contracts.</i>
#	Finding	Response
4.	The advisory role that IAG-A plays in bringing out positive change for people with disabilities means that its contribution is (and needs to be) very much 'behind the scenes'. <i>Claiming responsibility for transforming people with disabilities' lives would alienate and undermine clients and partners who see themselves as doing the disability inclusion 'work', albeit with the support of the IAG-A.</i>	<i>While we agree that the change for people with disabilities is more directly the result of clients and partners action, the evaluation does acknowledge that IAG-A advisory support strongly contributes to this. The assumption that clients and partners would be "alienated" and "undermined" by IAG-A claiming this contribution needs to be tested.</i>
4.	Key elements of the message must include that the IAG-A works directly with boundary	4. <i>We agree that influencing boundary partners, particularly those which are larger or work at a systems level,</i>

<p>partners (those who work in international development and have other development focuses outside of DID) and OPDs to bring about systems change at the structural, relational and transformative level. What this means is that the <i>IAG-A, through working effectively with boundary partners, has greater reach and impact than it would working directly with people with disabilities.</i></p>	<p><i>extends our reach and impact beyond that of CBM Global alone. However, we see this as complementary to our field programs as there is also great benefit and impact from working directly with people with disabilities.</i></p>
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