

Partner Feedback Exercise

Learnings from our 2022 Partner Survey and Partner Interviews (Summary)

With thanks to all the partners who participated in our CBM Global Partner Survey and Partner Interviews and volunteered their feedback



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The importance of listening to our partners

Partnership is at the core of how CBM Global Disability Inclusion (“CBM Global”) works. Embracing Partnership is one of our core organisational values. We have defined six partnership commitments captured in our [Approach to Partnership](#), which ground all we do: complementarity of purpose, inclusiveness, responsiveness and flexibility, mutual responsibility and accountability, trust and respect, joint learning. We strive to adhere to these in all aspects of our work and want to be held accountable to all we work with and who may be affected by our work, most importantly people with disabilities and their communities, and our partners. An open attitude to receiving feedback and complaints is paramount to our ability to improve as an organisation, to facilitate learning, and to break down donor - recipient power dynamics when working with others. We recognise that we can always improve and therefore aim for an environment which encourages partners to give us feedback and to clearly communicate their expectations and hopes.

CBM as an organisation went through significant changes over the past two years, which resulted in the formation of CBM Global as a new Federation, newly engaging with many partners. We understand these changes may have impacted partners in a variety of ways, and that it is still early days for partners to have a firm view on their partnership with CBM Global. It is important, though, for us to listen to our partners now, to hear what we need to keep doing and where we can improve, but also to establish a baseline to be able to assess our progress over time.

In 2020-2021 we sought feedback through in-depth interviews with organisations of persons with disabilities (OPDs). This was at a time when we were setting out our commitments towards working in partnership with the disability movement. Earlier this year we published a '[We have a key role now](#)' report with the findings from these interviews and our improvement commitments.

In May 2022, we widened the feedback scope and invited all our programme partners across 15 countries to respond to an online survey. The survey was complemented by focus interviews with ten randomly selected partners, conducted in June to July 2022, to further explore certain areas which stood out from the survey responses. These interviews were conducted on an entirely anonymous basis by an external consultancy, Agency RED¹. Survey and interview findings are captured in our [Partner Feedback Exercise \(2022\) report](#).

We plan to conduct a similar feedback exercise every two to three years, so that we can track how we improve our ways of working based on partner feedback.

¹ Agency RED, Rue du Vicaire Savoyard 8, 1203 Geneva, Switzerland (+41 22 346 8189; contact@agency-red.com)

Summary findings



Partners generally appear satisfied with the relationship we have with them. They are particularly complementary about our Country Teams and the relationship of respect, trust and support they have with them. Partners appreciate our financial, but also our technical and capacity development support. We are particularly pleased to learn that partners rate us very positively in how we are living out our partnership commitments.

“In our relationship with CBM Global, we appreciate [most] the CBM team in the country. They are a great contribution and collaborate greatly.”
Partner from Bolivia

Yet partners also tell us we can improve in many areas, whether that be in simplifying our processes, procedures, and tools, and making them more adaptable; being clearer, better streamlined and more upfront in our communications and expectations on partners; in bringing

more equality into our relationship with partners; in documenting and supporting partners to systematically document good practices for joint learning; in further strengthening our support to partners; and ultimately, in being fully true to our partnership commitments.

“[CBM Global should improve] in communication and listening to the implementation partner”
Partner from Nigeria

We will act upon the feedback partners gave us through this exercise. We will strive to further deepen our partnerships going forwards. We want to foster an ongoing, open relationship with partners and encourage partners to continue giving us feedback, whether formally or informally.

“[When we’re with CBM Global,] there is no institutional ego in our discussions”
Partner from Indonesia

Going forward

Based on the partner survey and interviews we have identified measures to further strengthen our approach to partnership. These complement the commitments made following our OPD enquiry exercise, which are published in our '[We have a key role now](#)' report. They require improving tools, processes, and procedures, but also changing some behaviours. CBM Global will modify its ways of working by:

1. Being clear about who we are, what we stand for, and what our expectations on partners are.

Introduce a comprehensive partner orientation pack. Build mutuality into our Partner Assessment process. Introduce our impact framework to partners.

2. Having simple processes & tools and clearly communicate about them.

With input from partners, revise our partner assessment tool and our reporting routines. Introduce clear financial guidelines for partners. Ensure processes, tools and guidelines are adaptable.

3. Learning together. Build a solid knowledge management framework, informed by partners, to improve partners' and our own CBM Global capacity in learning and sharing.

4. Helping partners build their capacity in jointly agreed areas.

Ensure organisational strengthening action plans are co-developed, implemented and regularly reviewed. On an ongoing basis, actively identify ad-hoc opportunities for capacity building activities with partners, individually or collectively.

5. Strengthening our, and our partners' feedback mechanisms.

Ensure partners are familiar with our current mechanisms, and support partners in establishing their own mechanisms to receive routine feedback from programme participants and their communities.

6. Striving for a balanced relationship with our partners.

Ensure the full project cycle is undertaken jointly with partners. Take advice from partners involved in our Localisation steering group on the best approaches towards locally led development.

7. Living out our partnership principles. Ensure principles are reflected in our processes and procedures. Build understanding with our staff of the behaviours needed to support them.

8. Connecting partners. Actively make connections between the local, national, regional, and international relationships we have. Build joint advocacy aspects into our Country Strategy Plans. Pilot consortium programmes with multiple partners. Organise partner events that extend across national borders.