

# CBM Global Disability Inclusion



# Annual Report 2023



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Cover image: Mary, a woman with disability from Kenya, and her daughter Jackline have found community and support in an Organisation of People with Disabilities in Kenya with the help of CBM Global and Kenya Red Cross.

Jackline, who is also Mary’s caregiver, said, “I realised I wasn’t alone and I also learned a lot about disability. It helped me cope and understand my mother’s situation”.

Through the support of CBM Global and Kenya Red Cross, Jackline has been able to provide for Mary’s needs. “The drought has been very hard on us and this money affords us things we normally would not have been able to buy because we do not have a steady source of income.”

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# Introductory messages

## Joint message from the Chair and Executive Director

We are delighted to be presenting CBM Global’s Annual Report for 2023 - another eventful and highly impactful year with much to celebrate. Our breadth of strategic partnerships continued to expand and in 2023 we were privileged to formalise new collaborations with the World Federation of the Deaf, the African Disability Forum and HelpAge International. Our commitment to authentic partnerships and strong representation of people with disabilities and voices from low- and middle-income countries at all levels within our work remained a major focus throughout the year. This included increasing the number of partnerships with Organisations of People with Disabilities, in keeping with our **Global Disability Summit commitments**.

Our new inclusive eye health strategy was finalised in 2023, ensuring inclusiveness and accessibility, promoting a holistic approach to eye care, and a continuum of care for people with permanent vision loss. In September, we were also able to join our eye health partner, Nepal Netra Jyoti Sangh, in celebrating 40 years of partnership for the prevention of blindness in Nepal, and the changes achieved in the lives of millions of people through their eye care services.

Our work on disability data, so critical for understanding the real situation of people with disabilities, expanded with new data partnerships. We were deeply encouraged to observe the **increasing use and assessment** of our **Disability Data Advocacy Toolkit**, developed in partnership with the International Disability Alliance and the UN Stakeholder Group of Persons with Disabilities.

As the world grappled with the stark realities of the climate crisis, we furthered our work on inclusive climate action, launching a **Climate Advocacy Roadmap** and increasing our investments into programming that supported community preparedness and resilience. Our inclusion advisory work through our **Inclusion Advisory Group** continued to scale up and 2023 included exciting new partnerships with the Climate Investment Fund in collaboration with the Global Disability Innovation Hub on disability inclusive climate financing.

None of these achievements would have been possible without remarkable dedication and fantastic teamwork across our Federation. Please be encouraged as you read of all that has been accomplished in 2023 in our mission of breaking the cycle of poverty and disability.



**Edwin Godfrey**  
Chair of the Board



**David Bainbridge**  
Executive Director



### Message from a Country Director

Partnership is at the heart of our work at CBM Global and it is with great enthusiasm that I share with you Caroline Agwanda's story.

As the Chair of the Hope Women with Disability (HOWID) group in Kisumu, Kenya, she has played a pivotal role in advancing the cause of disability inclusion and accessibility in her community.

Through the Organisations of People with Disabilities (OPD) LEAD Project, a partnership between HOWID and CBM Global Kenya, Caroline and her group members underwent extensive training in disability inclusion, advocacy, financial management and governance, carried out by the Country Team. The group effectively used their expertise to plan, execute, and monitor project activities, showcasing their dedication to empowering individuals with disabilities.

Caroline's efforts garnered significant recognition. She was appointed as an inclusion advisor to the Kisumu County Governor, granting her a platform to influence policy and practices across key departments such as the Police Department, Transport & Safety, Trade, Chamber of Commerce, and Gender. Under Caroline's leadership, advocacy initiatives on disability inclusion and accessibility flourished within the County, resulting in her being honored as an Inclusion Champion and receiving various awards.

Furthermore, Caroline and her fellow HOWID members were nominated to serve on influential committees, representing the interests of people with disabilities at different levels. Caroline's impact transcends local boundaries; she has been invited to speak at forums spanning from grassroots community gatherings to national platforms, where she passionately advocates for disability inclusion across all facets of society. Through her unwavering dedication and advocacy, Caroline continues to drive positive change and foster a more inclusive environment for individuals with disabilities in Kisumu and beyond.

As we reflect on the achievements of the OPD LEAD Project, let us reaffirm our commitment to advancing disability inclusion and accessibility, ensuring that no one is left behind in our pursuit of sustainable development.



**Edwin Osundwa**  
Country Director, CBM Global Kenya



**Caroline Agwanda**  
Chair, Hope Women with Disability, Kenya

### Message from a CBM Global Partner

Since 2000, YAKKUM and CBM Global have joined hands to make a significant impact on disability rehabilitation in Indonesia. With CBM Global's support, we transitioned from clinic-based services to community-based approaches, establishing numerous Organisations of People with Disabilities across the country.

But our journey didn't stop there. After 30 years of focusing on physical disabilities, we worked with CBM Global to explore mental health needs. Together, we built a strong mental health program in Yogyakarta, empowering locals and advocating at all levels. CBM Global also played a crucial role in enhancing our humanitarian efforts, ensuring inclusion in relief and rehabilitation. Our partnership thrives even in challenging times, fueled by constant communication and shared goals.

In Sidomulyo Godean, Yogyakarta, one project participant's words echo our mission: "Before, my sister's mental illness seemed hopeless. Now, thanks to YAKKUM and CBM Global, she's found joy in activities that calm her mind." This is the essence of CBM Global's work: bringing hope where it is needed most.



**Arshinta**  
Director, YAKKUM Community Development and Humanitarian Units, Indonesia



Training on disability inclusion with YAKKUM Hospital staff.



# Our strategy

## Who we are

Formed in 2019, CBM Global is a new federation of CBM Members. Drawing on over 115 years' experience, CBM Global works alongside people with disabilities in the world's poorest places to transform lives and build inclusive communities where everyone can enjoy their human rights and achieve their full potential.

**Our vision is an inclusive world in which all people with disabilities enjoy their human rights and achieve their full potential.**



**We are driven by our mission:** Fighting to end the cycle of poverty and disability.

CBM Global Federation Members are:

CBM Australia

CBM New Zealand

CBM Kenya

CBM Switzerland

CBM Ireland

CBM UK

## Our values

✓ **We champion inclusion**

✓ **We strive for justice**

✓ **We embrace partnership**

✓ **We pursue excellence**

✓ **We live with integrity**

We work with the most marginalised in society to:



**Break the cycle of poverty and disability**



**Treat and prevent conditions that lead to disability**



**Build inclusive communities where everyone can enjoy their human rights and achieve their full potential**

## Our core areas of work

Our work and world-leading expertise is focused on four core areas:

- 1 Community based inclusive development**  
Establishing the foundations for inclusion in communities, improving access to inclusive education, employment and healthcare, and improving the quality of life for women, men and children with disabilities and their families. We use evidence and learning from our community-based work to support the disability movement in advocating for inclusive national laws and policies and achieving global change.
- 2 Humanitarian action**  
Supporting and facilitating locally driven, people-centred, timely, appropriate, and effective humanitarian assistance to the poorest and most at-risk men, women and children affected by disaster events, as well as reducing the risk of disasters. This support is delivered in partnership with Organisations of People with Disabilities (OPDs) and in close coordination with the humanitarian sector at global, regional, national, and local levels.
- 3 Inclusive eye health and neglected tropical diseases**  
Improving access to inclusive and comprehensive eye health services for all, strengthening national eye health systems, making services affordable and accessible to the poorest and most marginalised people, and helping eliminate neglected tropical diseases.
- 4 Community mental health**  
Promoting good mental health, challenging the exclusion of people with psychosocial disabilities, and strengthening mental health systems, so that mental health needs are recognised and addressed as part of a comprehensive approach to wellbeing and inclusion.

## Our vehicles of change

These core areas of work are delivered in an integrated way through a combination of community-based programmes, advocacy activities and the provision of advisory support to other organisations that wish to ensure their own policies and programmes are inclusive of people with disabilities. CBM Global works with and supports OPDs to ensure we meet the needs of and are accountable to the individuals and communities we serve. Our advocacy supports and amplifies the voices of people with disabilities, from community to global level. Our advisory approach is undertaken in partnership with the best technical experts on disability inclusion – people with disabilities themselves.





# Our achievements in 2023

## 1 Rebalancing power in our partnerships

In 2023, we continued to drive forward our commitment to authentic partnership and strong representation of people with disabilities and voices from low- and middle-income countries at all levels within our work. We want to shift the dial to ensure that our partnerships are never transactional but characterised by authentic, equal partnership based on trust and respect. Building on a long history of operating as a partner-based organisation rather than implementing directly, we promoted our six **CBM Global partnership principles** to ground all that we do. Throughout the course of the year, we consulted with our **Localisation Steering Group** to shape a series of specific commitments defining what further changes are needed in our structures, systems and ways of working to ensure the Federation is truly locally led. These commitments will be published in 2024.

## 2 Engaging with Organisations of People with Disabilities

A central aspect to the partnership commitments is CBM Global's pursuit of partnership with and accountability to the disability movement, guided by a human rights approach. This builds upon the **listening exercise** undertaken in 2020 with our OPD partners and the **Global Disability Summit commitments** that followed. Throughout 2023, we continued to promote diversity and strengthened the involvement of people from diverse backgrounds and impairments, including under-represented groups facing intersectional discrimination. We increased the levels of funding flowing to OPD partners and sought to include budget provisions for organisational strengthening plans that best suited their priorities and requirements.

## 3 Pursuing strategic partnerships

We continued in 2023 to pursue a wide range of memberships, affiliations and strategic partnerships at global, regional and country levels. We were delighted to announce formal collaborations with:

- **World Federation of the Deaf** focusing on how both organisations can work together to ensure human rights for deaf people, including access and legal recognition of national sign languages for deaf people globally.
- **African Disability Forum** which includes lobbying and advocacy for implementation of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) at country level and for ratification of the African Disability Protocol by Member States of the African Union; organisational strengthening of OPDs within ADF's membership; delivery of inclusion advice to other organisations; and promotion of inclusive climate action, humanitarian response and disability inclusive Disaster Risk Reduction.
- **HelpAge International** promoting age and disability inclusion in the humanitarian sector, pursuing the delivery of joint inclusion advice to other organisations – bringing together age and disability inclusion – in humanitarian and development settings, and collaborating on disability and age-related data initiatives.

## 4 Promoting inclusive climate action

We continued to drive forward our work on inclusive climate action, both as an advocacy priority and as a programming priority in communities facing the direct consequences of the climate crisis. We launched a CBM Global **Climate Advocacy Roadmap**, outlining our approach to climate advocacy, working with OPDs and people with disabilities living in communities at the front-line of the climate crisis. New **research reports** were launched on the impact of climate change on people with disabilities. At the annual Bonn Climate Change Conference we launched a **discussion paper** with three case studies on financing from Kenya, Nepal and Bangladesh. Our engagement at the COP28 UN Climate Change Conference included a **side event** panel "Enabling Climate Action and Inclusion; Embracing Diversity Including Disability" in Nepal.



Umesh Balal Magar (right), a youth climate and disability activist and a member of Nepal Water Conservation Foundation, speaking at "Enabling Climate Action and Inclusion; Embracing Diversity Including Disability", a side event at COP28.



## 5 Advocating for data on people with disabilities

Disability data is needed to understand the real situation of people with disabilities, to identify gaps that are not addressed through policies and to provide examples of success. Yet there remains an overall lack of disability data, which has adverse consequences. In 2023, we advocated for **citizen-generated data** – both qualitative and quantitative – to fill data gaps and complement official statistics, particularly in the monitoring of the Sustainable Development Goals (SDGs) and the UNCRPD. We highlighted the importance to strengthen data capacity in stakeholders, including training for enumerators, and especially OPDs. We were **represented in many committees** with partners, including the UN-hosted **Collaborative on Citizen Data**. Resources that CBM Global produced with partners such as the **Disability Data Advocacy Toolkit**, the **Disability Data Advocacy Workshop for Organisations of Persons with Disabilities**, and case studies on citizen-generated data and people with disabilities, are examples of resources that can be used to increase awareness.

## 6 Scaling up our inclusion advisory work

In 2023, we continued to expand CBM Global's inclusion advice to other organisations, provided through our **Inclusion Advisory Group (IAG)**. We partnered with the disability movement to influence organisations, institutions and systems to realise the rights of people with disabilities. We launched our pilot **Advisory Capacity Development and Exchange (ACE) project**. Global partnerships in 2023 included UNICEF, UNFPA, Humanitarian Outcomes, Abilis Foundation (Finland), and the Climate Investment Fund in collaboration with the Global Disability Innovation Hub. Country-level inclusion advice included partnerships in the Philippines, Nepal, Zimbabwe, Indonesia and Nigeria.

## 7 Pursuing innovation

One of the innovations we scaled up in 2023 has been the use of the Arclight tool in our inclusive eye health programming. This is a pocket-sized and combined direct ophthalmoscope and otoscope, which has enormous advantages over existing equipment, being low-cost, portable, robust and suitable for use by health practitioners at all levels. In partnership with the University of St Andrews, we have been introducing the Arclight tool in primary health centre training with projects underway in Zimbabwe, Malawi, Kenya, Madagascar and Burkina Faso.



The Advisory Capacity Development and Exchange Fellows from Lao PDR, the Philippines and Indonesia.



# The Year in Numbers

- 1 Bangladesh
- 2 Bolivia
- 3 Burkina Faso
- 4 Cook Islands
- 5 Fiji
- 6 Guinea
- 7 India
- 8 Indonesia
- 9 Kenya
- 10 Kiribati
- 11 Laos
- 12 Madagascar
- 13 Malawi
- 14 Nepal
- 15 Nigeria
- 16 Papua New Guinea
- 17 Philippines
- 18 Rwanda
- 19 Samoa
- 20 Solomon Islands
- 21 Timor Leste
- 22 Tonga
- 23 Uganda
- 24 Vanuatu
- 25 Vietnam
- 26 Zimbabwe



CBM Global Members supported projects in more than **26 countries** with 126 partner organisations, reaching over **4.89 million people**




**Over 585,600 people** were supported with medical and rehabilitation services

**Over 157,300 assistive devices** were provided

**Over 29,100 people** were provided with community mental health services: over **14,600 women and girls** and over **14,500 men and boys**

**Over 122,000** sight-restoring cataract surgeries were carried out

**Over 2.1 million people** were protected from Neglected Tropical Diseases



**Over 1.8 million people** received eye-related medical services


**Over 27,000 people** were empowered through peer support groups



**Over 19,300 people** with disabilities were supported to earn a living or access financial support, including over **10,000 women and girls**, and over **9,300 men and boys**

**Over 5,720 children and adults** with disabilities were enabled to go to school, including over **2,640 women and girls**, and over **3,080 men and boys**

**Over 14,000 health workers** were trained



**Over 113,800 people** were reached with disability-inclusive emergency relief

**Over 4,400 teachers** received inclusive education-related training



# Inclusive Eye Health & Neglected Tropical Diseases

## Providing a holistic approach to Inclusive Eye Health and Neglected Tropical Diseases

Our main focus this year was the development of a new strategic plan for Inclusive Eye Health. The new IEH plan has three priority areas: inclusiveness in eye health is promoted from global to community level, providing a continuum of care, and adopting a holistic approach to eye care.

We have already achieved significant successes. In partnership with the World Blind Union (WBU) and the World Federation of the Deaf (WFD), we piloted the use of **Accessibility GO!** in eye health settings. The first pilot took place at the National Ophthalmology Centre in Vientiane, Laos.

Our collaboration with the Arclight team at the University of St. Andrews on primary eye care capacity development has expanded to more countries, including diabetic retinopathy screening with the new indirect ophthalmoscope. Pilots will start in 2024 on the use of the Arclight for newborn screening in Madagascar.

In 2023, together with our partner HANDS, we supported the distribution of Mectizan® and Albendazole to over 2.5 million people in Jigawa and Yobe states in Nigeria. In these states, we are supporting a holistic approach to NTDs. This approach not only focuses on stopping the infectious cycles of these diseases but also ensures support for those already affected. This includes management of lymphedema by patients and caregivers, hydrocele surgery, livelihood support, and addressing the stigma and mental health problems caused by these diseases and their disfigurement.

We are also supporting the prevention of NTDs through inclusive Water, Sanitation, and Hygiene (WASH) in Kenya and Nigeria. Together with the Community Mental Health Team and the Disease Management, Disability and Inclusion (DMDI) working group of the NGO NTD Network (NNN), we created a supplement on mental health and NTDs in the International Health journal of the Royal Society of Tropical Medicine and Hygiene (RSTMH).



CBM Global staff and partners during the AccessibilityGO! pilot in eye health settings in Laos.



# Community Based Inclusive Development

## Amplifying the voices of Organisations of People with Disabilities

In partnership with OPDs, we continued implementing projects that ensured the inclusion of people with disabilities in all spheres of life. Our CBID approach in programmes has shown significant positive impacts in the lives of people with disabilities in the countries where we work.

Increasingly, people with disabilities are becoming aware of their rights and are more confident in raising their voices within their communities. They are able to demand their inclusion in public service delivery on an equal basis with others.

In Lao PDR, the attitude of community and government officials towards people with disabilities is changing. Local government sectors, village management committees, families of people with disabilities and the general community are becoming more aware of the rights of people with disabilities. They are included in development processes. They also participate in village meetings and become part of village management committees. Accessible toilets have been constructed, enabling people with disabilities to attend meetings more comfortably.

In Bangladesh, we have worked to support the apex body to increase the collaboration between the Department of Social Services, people with disabilities, and community members to undertake joint advocacy initiatives. As a result, the Social Service Department initially allocated a loan of BDT 1,100,000 to 55 group members. Subsequently, a loan of BDT 30,000 each was provided to 30 more people with disabilities, facilitating their pursuit of income-generating activities based on the apex bodies' commitment of timely loan repayment, successful livelihood initiatives and regular organised group meetings. Additionally, the Department of Social Welfare demonstrated their commitment to inclusivity by offering a 50% discount on livelihood-related training programs (block/batik, sewing machine, etc.).



Women with Disabilities Development Foundation, an organisation of and by women with disabilities, joined CBM Global Bangladesh's workshop to strengthen women-led organisations in the country.



# Mental Health

## Promoting change led by people with disabilities

In our mental health work, we continue to pursue CBM Global's foundational belief in the principle of promoting change led by people with disabilities. Psychosocial disabilities are often poorly represented in national and international fora, and in 2023, we concluded a major exercise in supporting the development of national representative organisations of people with psychosocial disabilities, publishing our learnings in a [Good Practice Guide](#), and incorporating accountability processes in research programmes like [SUCCEED](#), and [continental developments in Africa](#).

As we increasingly recognise the emotional impacts of exclusion, we have led a dynamic movement of research and practice to better understand person-centred approaches to integrate mental health into broader disability work, particularly in the field of Neglected Tropical Diseases. We have expanded our programme work in this area, published research, and witnessed many other organisations scaling up their efforts as well.

Mental wellbeing is often hugely impacted during emergencies, including for people with disabilities. CBM Global led the development of new [InterAgency Standing Committee guidance](#) on inclusive Mental Health and Psychosocial Support (MHPSS) training materials. We have tested these in Nepal and the Philippines with local OPDs and MHPSS actors and are now in the position of scaling up these new inclusive standards across the sector.



Dilmaya and her mother, Kausila, at their home in Western Nepal. CBM Global partner Centre for Mental Health and Counseling-Nepal (CMC-Nepal) has been providing mental health counseling support to Dilmaya, who has a mental health condition. "I feel good talking to community psycho-social workers and counselors," Dilmaya says.



Kamala, a psychosocial worker from the Centre for Mental Health and Counselling Nepal, supports community members with psychosocial disabilities.



# Humanitarian Action

## Responding to the drought in Kenya

Amidst the harshest drought in four decades, CBM Global, alongside our strategic partners, the Kenya Red Cross Society (KRCS) and local OPDs, has implemented a comprehensive response since 2021.

The focus on the response has been on cash transfers to the most at-risk households, providing crucial medical support, and offering technical advice on disability inclusion to other humanitarian actors. In 2023, the response activities transitioned into recovery support to enhance the economic resilience of affected households, including those with disabilities, in combating future shocks.

CBM Global's long-term partnership with KRCS and local OPDs has been central to this success. Over the years, this partnership has fostered trust and a deep understanding of each organisation's mission, allowing us to leverage unique skill sets and knowledge of each partner. Notably, the proactive involvement of OPDs, from the design of activities to implementation and providing advice on accessibility to humanitarian actors, has proven pivotal in advancing disability-inclusive humanitarian practices. OPD engagement in real-time evaluations has further cemented accountability towards disability inclusion and people with disabilities.

In 2023, this partnership between CBM Global and KRCS reached a significant milestone with the signing of a memorandum of understanding (MoU). This agreement positioned CBM Global to support KRCS in enhancing disability inclusion within KRCS systems and mounting joint disability inclusive responses to future emergencies in the country.



Anthony, Humanitarian Coordinator of CBM Global Kenya, visits Akale whose village was affected by the drought.



"When other actors come here, they forget about people with disabilities. But with KRCS, it is different. We are always involved."

Dyckson, Kalakol OPD Secretary



# Advocacy

## Building a solid evidence base for effective advocacy

In 2023, our focus was on enhancing our partnerships with OPDs to create evidence-based advocacy for influencing policy change. Tracking the flow of development assistance is critical for a robust advocacy agenda that holds government to account on the commitments made implementing the Convention on the Rights of Persons with Disabilities, the Sustainable Development Goals, and for delivering on Global Disability Summit commitments. Along with our OPD partners and technical advisors, we completed an 18-month advocacy project focused on how to use the Organisation for Economic Co-operation and Development (OECD) Disability Development Assistance Committee (DAC) Marker for advocacy. The project's main objective was to highlight the wide range of ways that disability marker data and other marker data can be useful tools for advocates across the disability movement, particularly OPDs and organisations engaged in advocacy at the national level.

Assessing policy gaps in inclusive eye health was a priority for the advocacy and inclusive eye health team in 2023. Using the recommendations from the [World Health Organization's Global Report on Health Equity for People with Disabilities](#) (published December 2022), we assessed the current state of national eye health plans to get a baseline of how well disability inclusion is addressed at the national level. The assessment report and the advocacy toolkit, developed alongside the assessment, provide a solid foundation and advocacy plan for influencing policy change at the national level.



OPD partners in Bolivia celebrating data on people with disabilities.



An OPD leader sharing a data advocacy plan from a disability data workshop in Cochabamba.



## Inclusion Advisory Group (IAG)



### Supporting people with disabilities as agents of change

One of IAG's key goals is to support people with disabilities as key agents of change for more inclusive humanitarian and development programming. Many OPDs start with a strong advocacy focus. Our pilot Advisory Capacity Development and Exchange Project (ACE) helps them build on this to develop the knowledge and resources they need to provide technical advice to mainstream partners.

**“When Pacific Disability Forum started out, we advocated about disability rights to everyone, we had to! Now, we’re in the process of going to the next step... providing clear advice and recommendations to our stakeholders on how to translate UNCRPD obligations into their own policies and practice.”**

**Setareki Macanawai, CEO, Pacific Disability Forum**

The ACE program is run in partnership with International Disability Alliance (IDA) and OPDs in Asia and the Pacific. It includes developing advisory guidance for OPDs, tailored capacity development support to Pacific OPDs, and a Fellowship Program for individuals from the disability movement in Asia.

ACE fellows have dived into the learning opportunities presented with great enthusiasm. The workshops, one-to-one mentoring, and community of practice have facilitated valuable peer exchange opportunities. On-the-job learning through participating in advisory tasks with IAG and IDA clients such as the United Nations Population Fund, the International Labour Organization, the Department of Foreign Affairs and Trade, and the United Nations International Children's Emergency Fund has developed their advisory skills and networks, and our partners have valued the Fellows' inputs. Fellows have also brought their own work in to get support from colleagues.

**“Without the fellowship I think it would take me another three to five years to be doing this kind of work.”**

**ACE Fellow**

The fellows and OPD partners have built strong networks with each other, mainstream organisations seeking advice, and other advisers, creating a robust platform for influencing more inclusive policy and programming for years to come.

We extend our thanks to Equity Trustees Australia and the United Nations Population Fund Asia and Pacific for their financial support for this project.

**“I feel like I’m jumping high – it’s been the best experience of my life!”**

**ACE Fellow**



CBM Global Disability Inclusion Advisors at the ACE Fellowship workshop in Indonesia.



# Governance and Management

## Registered entities in the Netherlands and Germany

CBM Global Disability Inclusion Vereniging (CBM Global) is registered in the Netherlands under commercial registration number 75787032. The German subsidiary, CBM Global Disability Inclusion gGmbH is registered in the Handelsregister Darmstadt under number 100174.

## Governance

The highest governance body of the Vereniging is the General Meeting of the Members. The General Meeting elects the Board of the Vereniging. The Board of CBM Global, under its Articles of Association and the Association's By-laws, is allowed to have a minimum of 6 and a maximum of 9 members of which 3 members should be independent (non-Member) directors.

During 2023 CBM Global's Board comprised nine members:

- Susanne Brandl – CBM Switzerland
- Raymond J. Coster - CBM New Zealand
- Mark Finan – CBM Ireland
- Edwin Godfrey (Chair of the Board) – CBM UK
- Dulamsuren Jigjid – Independent
- Ivy Kihara – CBM Kenya
- Delphine Misan-Arenyeka – Independent
- Michael R. Turnbull – CBM Australia
- José Viera – Independent

The board held five meetings in 2023, four of which were virtual and one held in person. More information about CBM Global's board members can be found on the [website](#).

## Executive Management

The Executive Director (ED) reported to the Board Chair. The ED oversaw the delivery of a set of strategic priorities agreed with the board for 2023: strengthening Federation capacity, performance and collaboration; promoting CBM Global as a unique and distinctive Federation; establishing solid programme quality and delivery and pursuing growth and new funding opportunities.

## Remuneration

All board members give of their time freely and no board members received remuneration in the year. The pay of CBM Global staff is reviewed annually and normally adjusted for increases in the retail price index. Salaries are also benchmarked against similar sized international non governmental organisations in the country in question.

## Risk Management

The management team implemented a risk management process to manage and mitigate risks. On a monthly basis, the Risk Register was reviewed and updated with the clear objective of diligently following through on all risk mitigation actions. The Board received reports for each of their board meetings.

Some of our Cash at Bank are held in local currency in our 11 country offices in Asia, Africa and Bolivia. To minimise Foreign Exchange risks, we only keep balances representing a few months of operating cost in the country offices and since the costs in these countries are also incurred in the local currency, we therefore mitigate our Foreign Exchange risk.



### Safeguarding and Protection from Sexual Exploitation, Abuse and Harassment

A board appointed safeguarding lead worked with the Executive Director and Global Safeguarding Manager to review CBM Global's safeguarding practices and manage all safeguarding incidents. Priorities for the year included establishing the required safeguarding architecture at a country level with CBM Global country teams and the development and launch of safeguarding training materials for staff and partners. An in-depth safeguarding session was facilitated by the Safeguarding Manager with the Board of Trustees in November.

### Financial results for the year

During the year income was € 24,833,924, with the largest portion being grants for direct projects with CBM Global partners (€ 17,119,146), with the remainder being mainly contributions of Member organisations towards the cost of CBM Global's activities in support of project and advocacy activities. The increase in income and expenditure compared to 2022 is driven primarily by the fact that in 2022 we only started managing projects in Zimbabwe as of July whereas in 2023 we had a full year of project activities.

Expenditures for the year amounted to € 24,097,815 of which € 15,795,546 were project grants to partners. In addition we incurred a net foreign exchange loss of € 5,750. The net result of the year was a surplus of income over expenditure of € 730,359 of which € 166,364 are earmarked for development projects. In line with the Reserves Policy agreed by the Board, the surplus for 2023 will be transferred to Reserves.

### Outlook for the year 2024

The Board has approved utilisation of some of our Reserves to invest in various initiatives that will strengthen our organisation further for the years to come. Therefore we will be running some deficits as we utilise the Reserves to increase our impact.

# Financial Statement

## CONSOLIDATED BALANCE SHEET AS AT 31 DECEMBER 2023

ASSETS	2023 EUR	2022 EUR
<b>Intangible Fixed Assets</b>		
Computer Software + Licenses	789	1,730
<b>Tangible Fixed Assets</b>		
Equipment, Furniture + Vehicles	466,343	375,706
<b>Investments &amp; other</b>		
Security Deposits	29,888	19,325
	<b>497,020</b>	<b>396,761</b>
<b>CURRENT ASSETS</b>		
Stock/Inventory	8,909	3,615
Receivables	42,187	16,308
Related Party Receivables	45,363	871
Cash at Banks	6,297,790	5,497,177
Prepayments	133,224	193,726
	<b>6,527,473</b>	<b>5,711,697</b>
	<b>7,024,493</b>	<b>6,108,458</b>
<b>LIABILITIES</b>		
Payables	149,955	131,363
Related Party Payables	113,968	57,604
Accruals	213,412	270,974
Payroll taxes	103,205	90,565
VAT	31,673	39,548
Other Taxes	4,665	2,864
Other Liabilities	289,060	251,240
Project Partner vendors	184,556	193,960
Deferred Income	976,351	679,425
	<b>2,066,845</b>	<b>1,717,543</b>
<b>BALANCE OF FUNDS</b>		
Share Capital	0	0
Contingency Reserves	4,369,836	3,805,841
Earmarked Funds (Project)	774,861	608,497
Currency Translation Difference	(187,049)	(23,423)
	<b>4,957,648</b>	<b>4,390,915</b>
	<b>7,024,493</b>	<b>6,108,458</b>



**CONSOLIDATED STATEMENT OF INCOME & EXPENDITURE for the period 1 JANUARY to 31 DECEMBER 2023**

	Actual 2023 EUR	Budget 2023 EUR	Actual 2022 EUR	Budget 2022 EUR
<b>INCOME</b>				
Donations received	0		22,439	-
Direct Partner Project Grants	17,119,146		16,072,886	
Other Grants	7,666,432	7,705,857	7,486,930	7,142,894
Other Income	48,346		30,138	
<b>TOTAL INCOME</b>	<b>24,833,924</b>	<b>7,705,857</b>	<b>23,612,393</b>	<b>7,142,894</b>
<b>EXPENDITURE</b>				
Project Grants	15,795,546		14,825,714	
Direct Project Expenditure	1,127,337		1,001,546	
Contributions to Organisations	51,945		46,878	39,628
Support to Member Associations	0		13,957	40,000
Labour costs	5,251,374	6,363,553	4,753,663	5,041,659
Travel & Workshop costs	685,153	593,702	873,673	469,908
Legal & Consultancy Costs	315,798	436,119	346,173	383,030
Other expenditure	666,121	751,502	759,474	926,033
Depreciation	168,112	183,573	149,828	
Depreciation on Project Assets	36,429		6,468	
	<b>24,097,815</b>	8,328,450	<b>22,777,374</b>	<b>6,900,258</b>
<b>FINANCIAL INCOME AND EXPENDITURE</b>				
Foreign Exchange Rate Gain	7,784		15,632	
Foreign Exchange Rate Loss	(13,534)		(21,151)	
<b>TOTAL FINANCIAL I&amp;E</b>	<b>(5,750)</b>	-	<b>(5,519)</b>	<b>3,274,000</b>
	<b>24,103,565</b>	<b>8,328,450</b>	<b>22,782,893</b>	<b>(479)</b>
<b>SURPLUS / (DEFICIT)</b>				
<b>FOR THE YEAR</b>	<b>730,359</b>	<b>(622,592)</b>	<b>829,500</b>	<b>242,636</b>
<b>APPROPRIATION OF THE BALANCE OF INCOME &amp; EXPENDITURE</b>				
Addition to Contingency Reserves	563,995		587,858	
Addition to Earmarked Funds (Projects)	166,364		241,642	
	<b>730,359</b>		<b>829,500</b>	





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