



2025 Partner Feedback Exercise Report

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The value of feedback

“Thank you for your valuable participation in our 2025 Partner Feedback Exercise 2025. Your input is key to improving how we collaborate and strengthen our partnership approach, which is essential to advancing our localisation strategy. We truly appreciate your continued support.”

Satry Ramaroson, CBM Global Country Director Madagascar

“With our partners, we have created an environment that fosters openness, trust and agility in response to the needs of communities in which we work. We are committed to nurturing stronger synergies to promote inclusion!”

Marisa Kristianah, CBM Global Country Director Indonesia

“Regularly collecting partner feedback is a valuable practice that helps us understand their perspectives and guides us in refining and enhancing our collaboration in disability inclusion for the future.”

Rajan Bhattarai, CBM Global Country Director Nepal



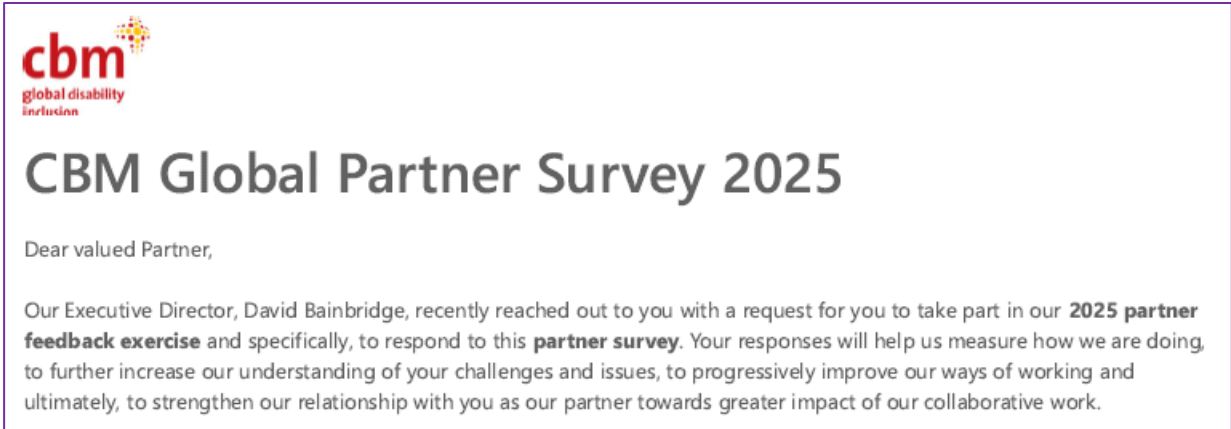
Click [here](#) for a message from Mr. Giovanni Philemon, Director of COPH, our OPD partner in Madagascar



We asked

As in 2022, we conducted a Partner Feedback Exercise in the first half of 2025, with an online survey to all partners and anonymous focus interviews with 1 partner in each of our 11 CBM Global programme countries.

The next 4 pages give insight into our partner base, including survey respondents and those invited for the focus interviews.



Our CBM Global programme partner base



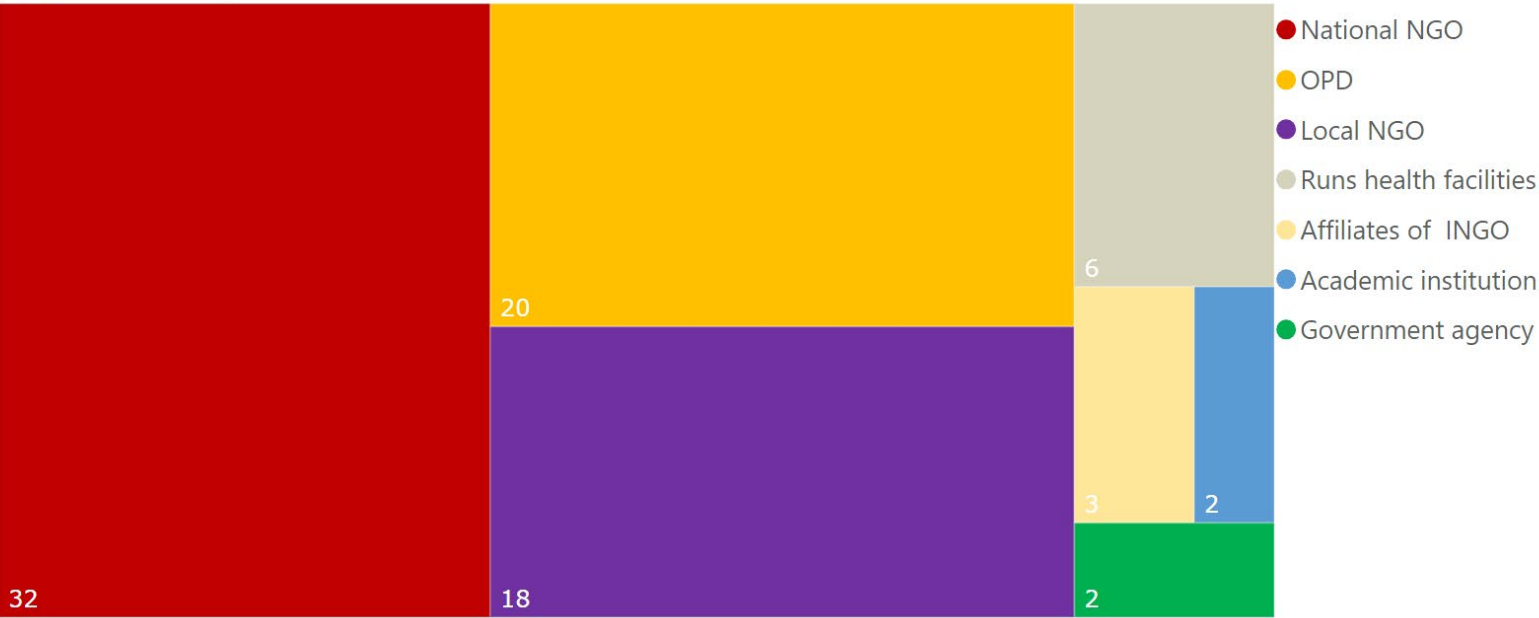
Number of Countries

11

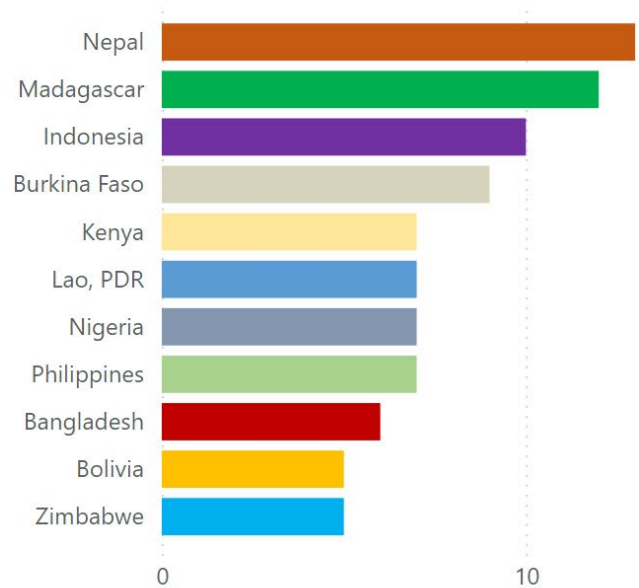
Number of Partners

88

Type of Organization



Number of Partners per Country

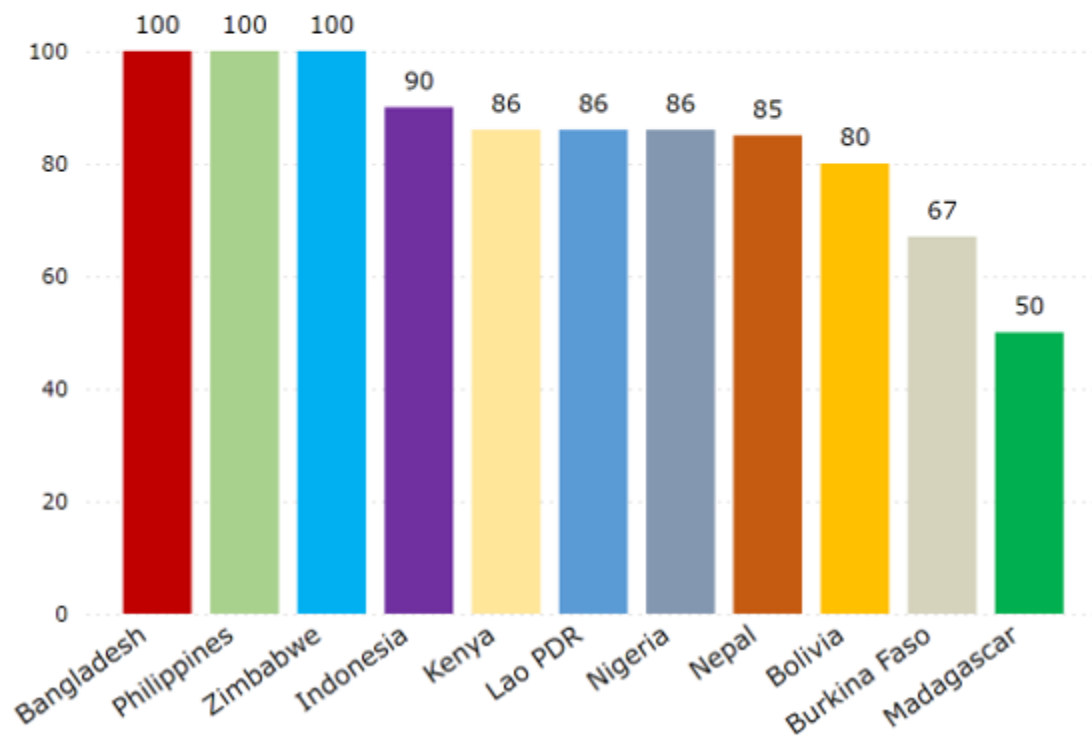


Our survey respondents (1)

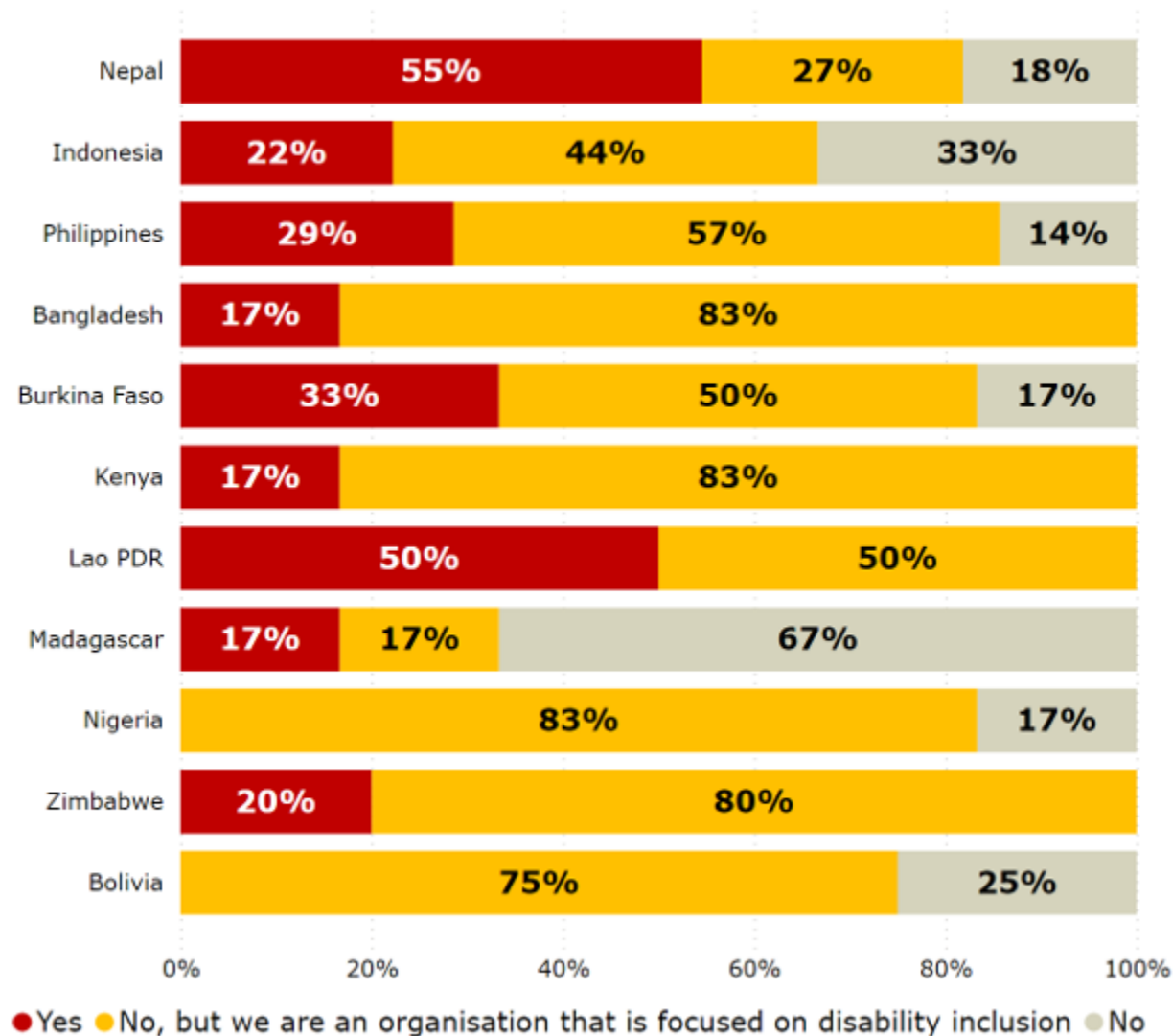
Overall
Response
Rate (%)

84

Response Rate per Country (%)

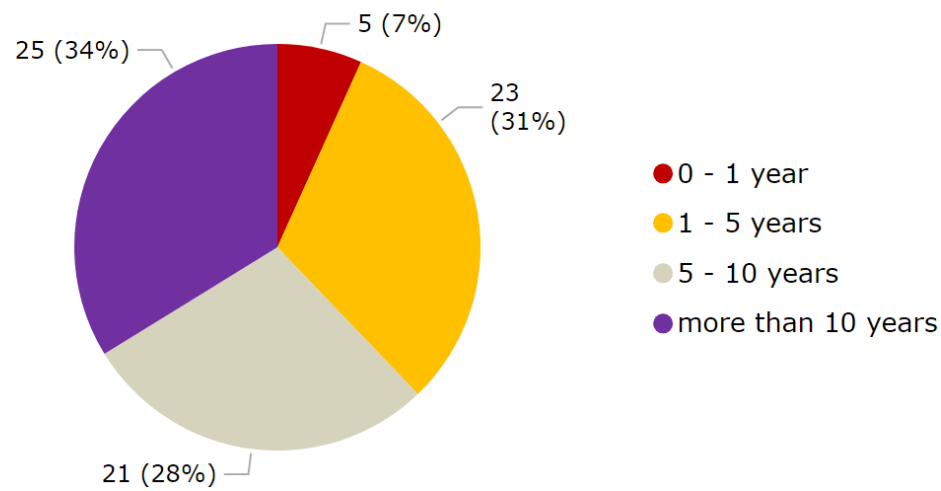


Respondents Who are OPDs

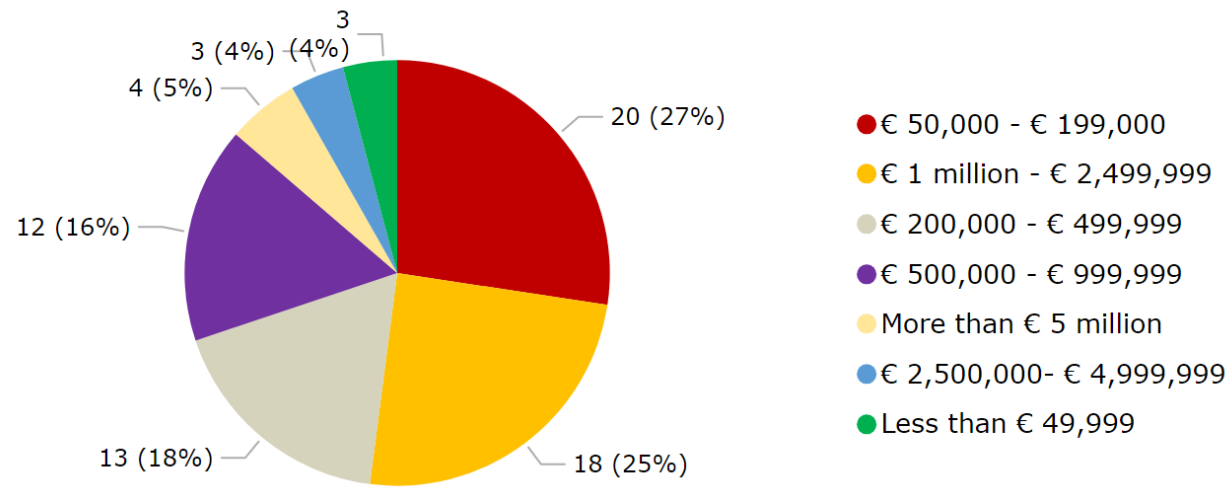


Our survey respondents (2)

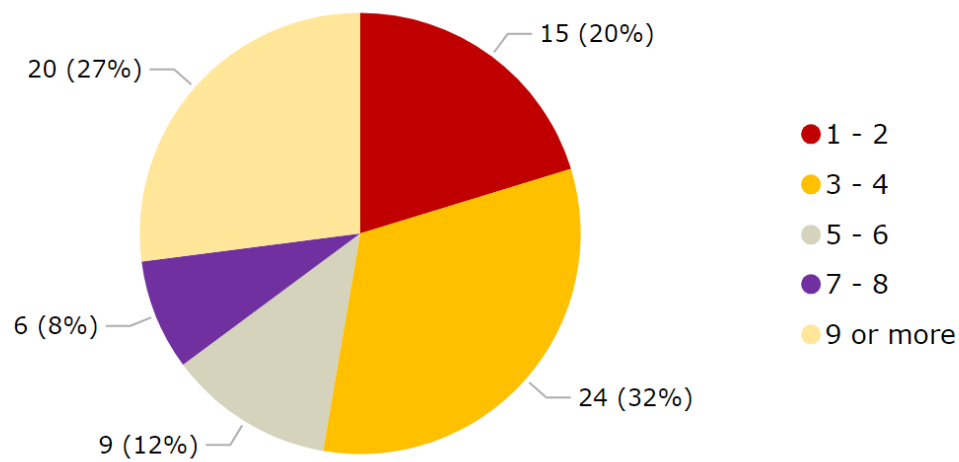
Number of years as a Partner of CBM



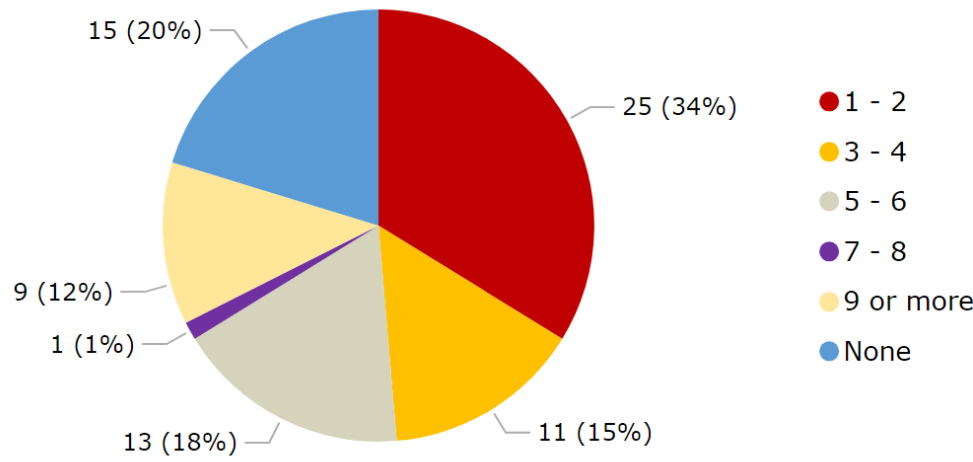
Annual Budget of Partner



Number of Foreign Funders, incl. CBM Global

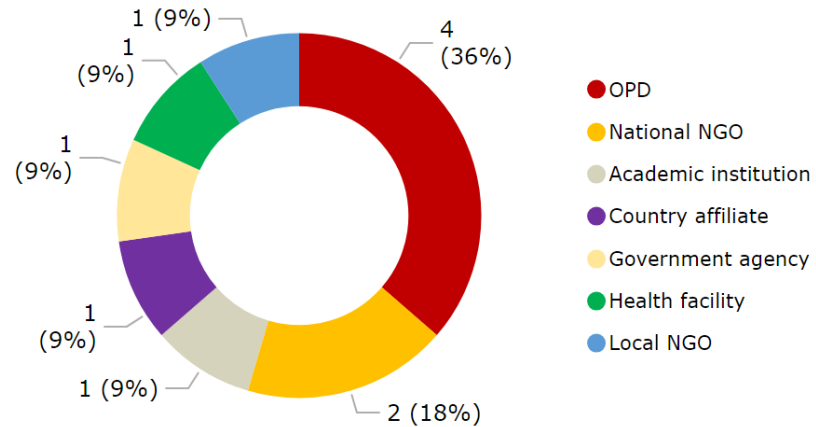


Number of Domestic Funders

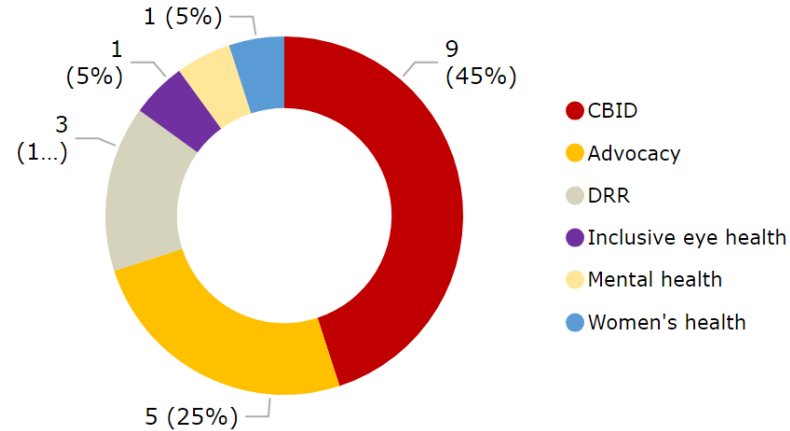


Sampling of partners for focus interviews

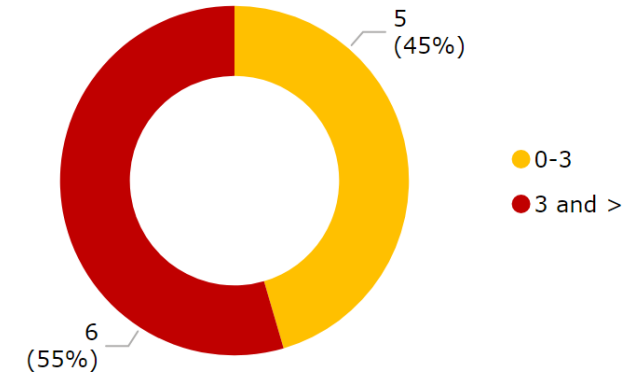
Type of organisation



Sector of activities



Number of years as a Partner of CBM



One interview in each of our 11 CBM Global programme countries were conducted by the same external consultant ([Agency RED](#)) for the 2022 interviews. CBM Global made suggestions in terms of sampling to ensure a fair representation of our different type of partners, but the selection of interviewed partners was made by the consultant and their names are not known to CBM Global. The interviews were typically 2-hour to half-day online sessions, involving CEOs, Project Managers, Sectoral Focal Points, Field Officers, HR and Finance Directors) of the partner organisation. The consultant sought to create a safe and trusted space to receive honest opinions, with particular attention for cultural sensitivity, accessibility and inclusion. CBM Global received an interview report with suggestions and recommendations.



We heard

This word cloud reflects some of what our partners are saying about us.

The 3 [next pages](#) show a selection of survey scores and interview quotes

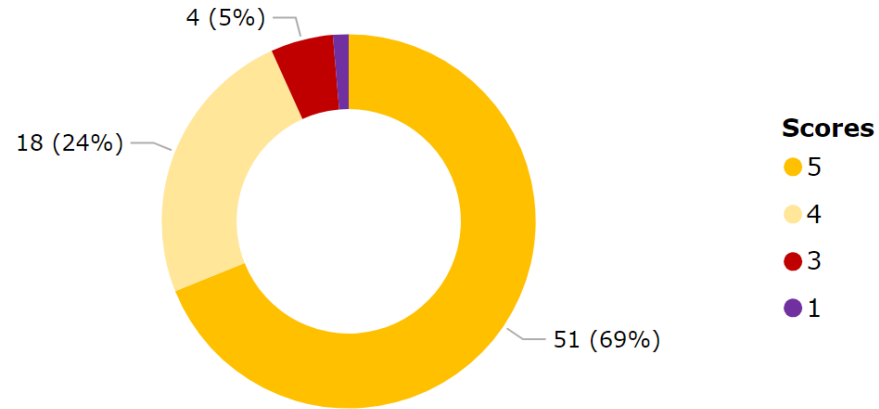
The full list of survey scores (being 1 to 5, with 5 being the highest score) is available [here](#). Scores are explained further on [page 13](#).

The list of interview questions is available [here](#).

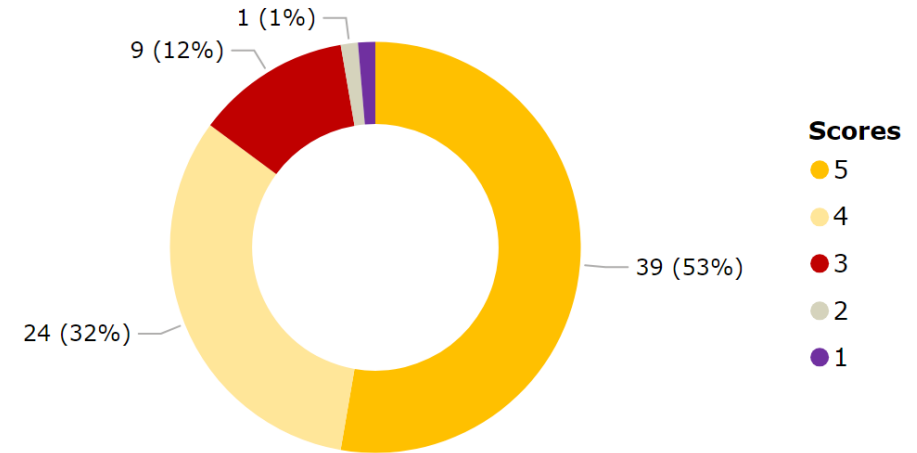


Scores for a few questions / statements from the survey (1)

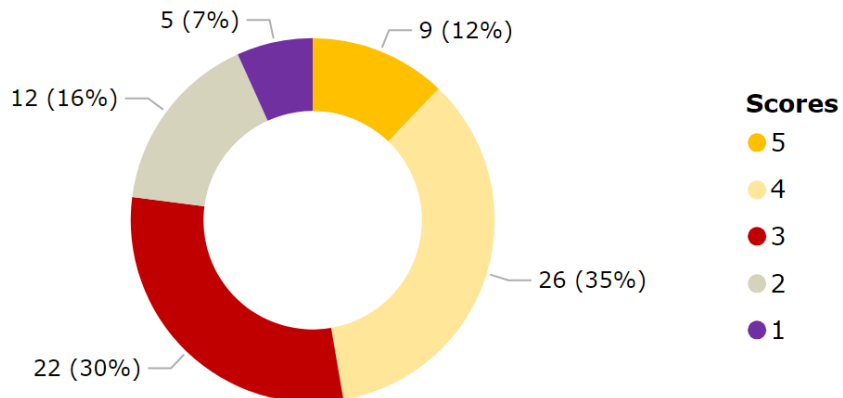
We work with CBM Global to improve our strategies particularly regarding disability inclusion & diversity



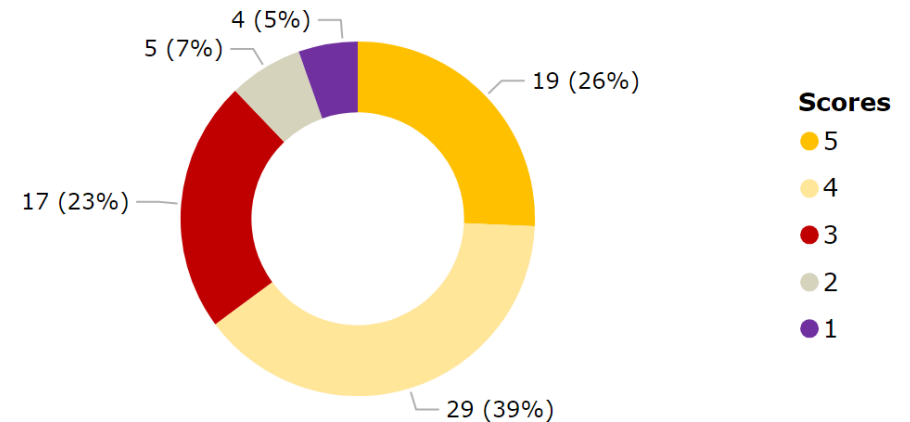
Extent to which you consider that CBM Global support helps you to better achieve your goals



Quality of CBM Global support with improving disability inclusion in our programmes and organisation

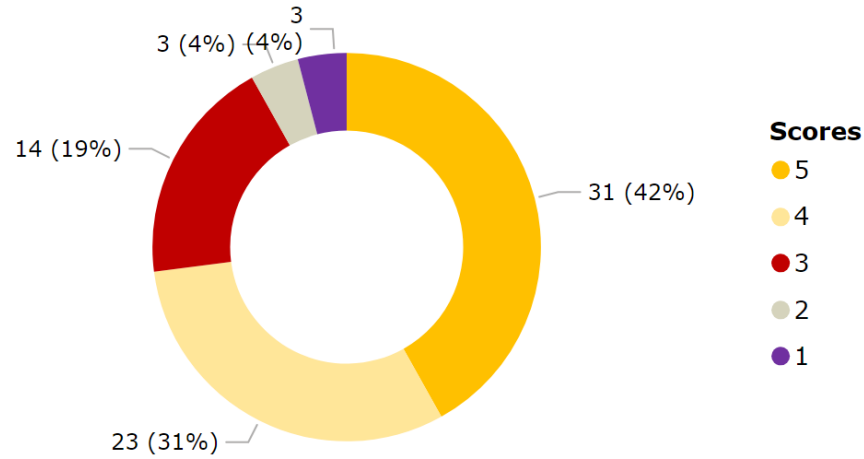


Quantity of CBM Global support and understanding towards improving gender equity in our programmes

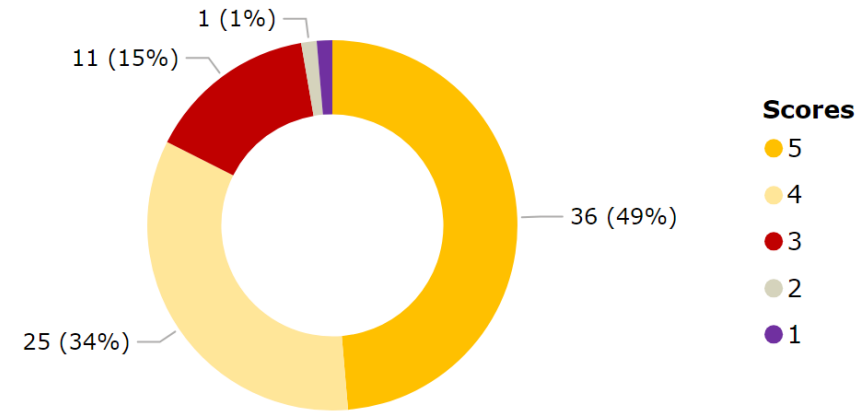


Scores for a few questions / statements from the survey (2)

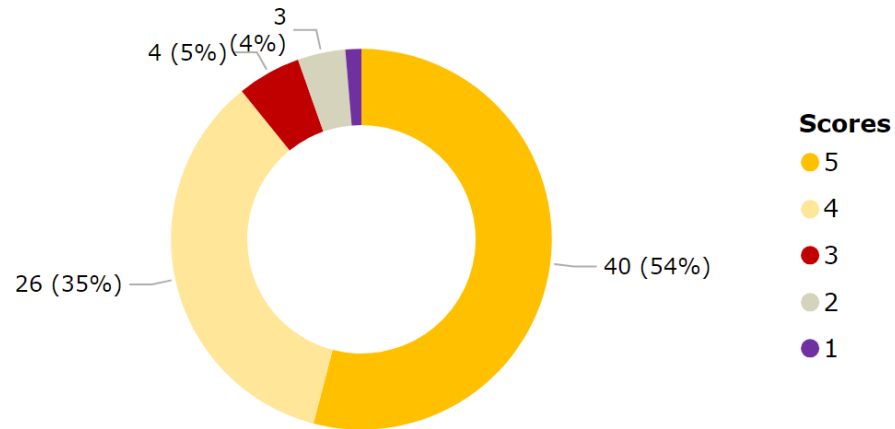
CBM Global is flexible and willing to adapt the terms of its support to meet our needs



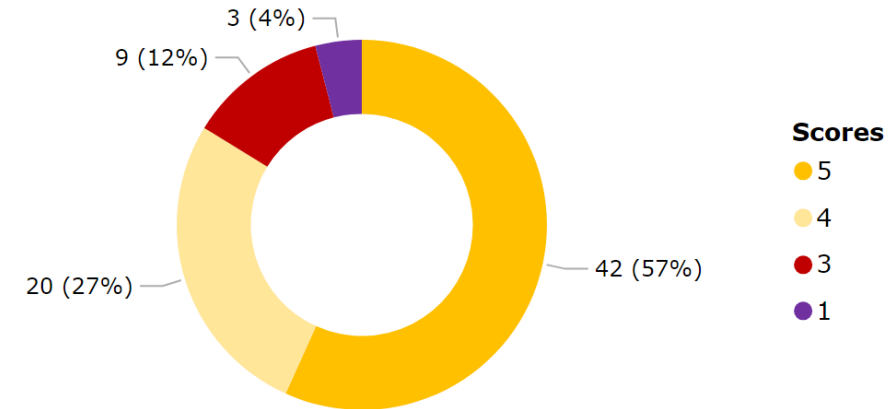
CBM Global understands our priorities and supports us to progress them



CBM Global helps strengthen our skills and organisational capacity



CBM Global staff are respectful, helpful and capable



Some quotes from interviewed partners (anonymous)

“CBM Global is more than a donor – they don’t just extend their hand. They extend their arms.”

“We’ve worked with several funders. CBM Global is different. Others barely check on us – CBM Global works with us.”



“Partnership is about working, learning and growing together to achieve a common goal, knowing they can achieve much more together than they ever could apart.”

“Our meetings are always about work – maybe some team building would help us to understand each other better.”

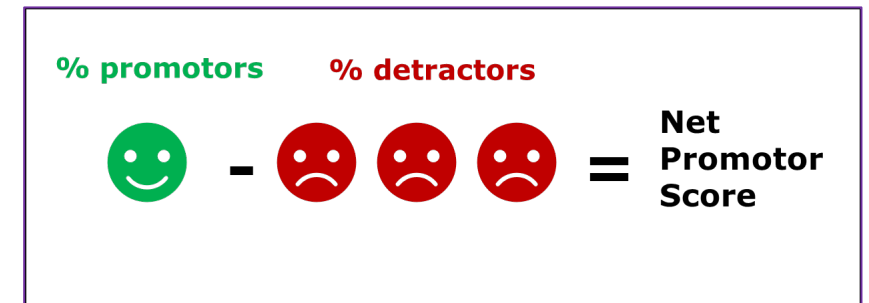
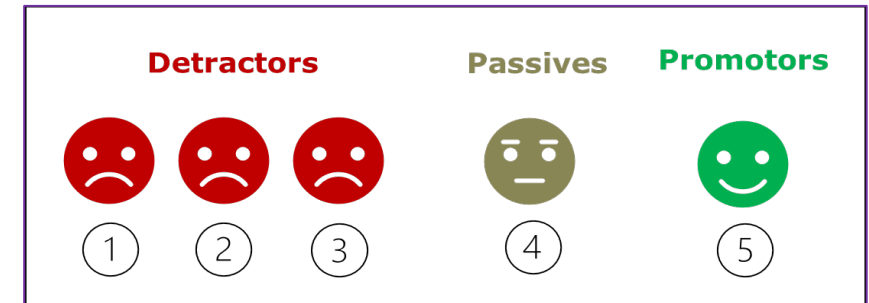
“Other donors always look at numbers. CBM Global should help shift this mindset – to focus on impact, not just how many children are reached.”



We analyzed

As in 2022, we used the **Net performance analysis** technique which distinguishes between three respondent profiles:

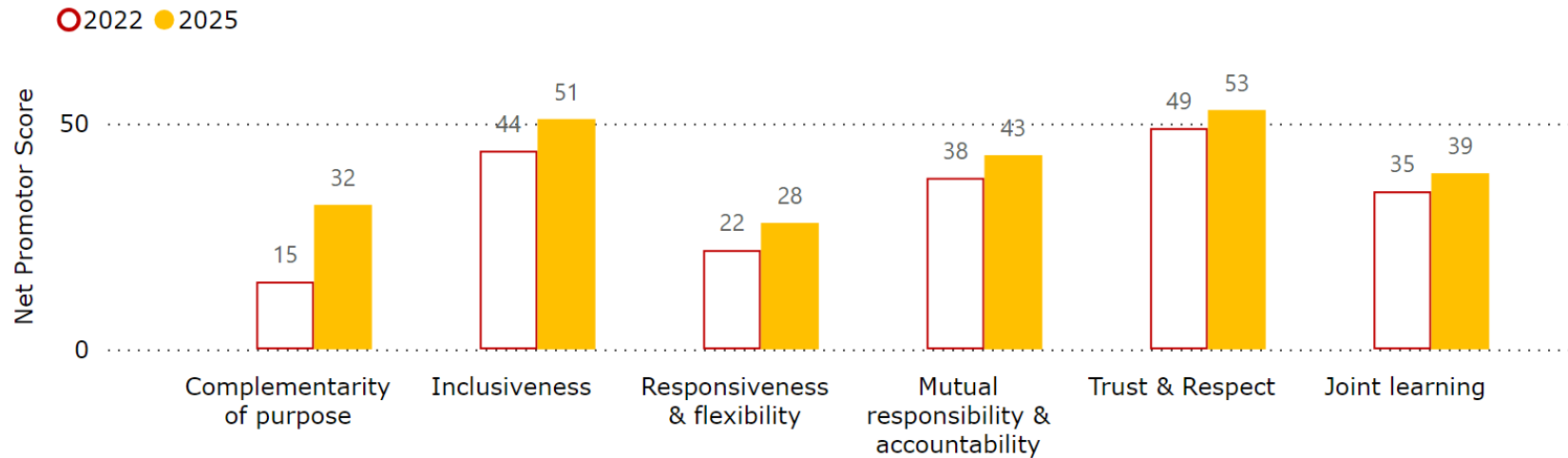
- **'Promoters'**, who gave us a rating of 5. They are our 'champions', who are generally positive about our partnership and will likely recommend us to others.
- **'Passives'**, who gave us a rating of 4. They have no major concerns, are 'passively satisfied', but are also rather neutral about partnering with CBM Global
- **'Detractors'**, who gave us a rating of 1-3. They have a fairly negative perceptions of their engagement us.



A **'Net Promotor Score'** (NPS) is calculated, being the % of 'promoters' minus the % of 'detractors'. The complete results are shown [here](#). An NPS of 30 – 50 is considered 'good', an NPS of 50+ is 'excellent'. As relevant, the NPS were validated or matched against interview responses.

The next 5 pages show the NPS scores and relevant (anonymous) partner interview quotes for a few key topics. They, with others, informed the **Commitments** we make and **Actions** we will take.

Partnership commitments



“What excites me most is that we have a common goal – to support marginalized communities. It’s not just about funding.”

CBM Global and our organisation have worked together for decades but we’ve never published anything together

“We include CBM Global in all strategy planning – so our policy work is linked as a true partnership.”

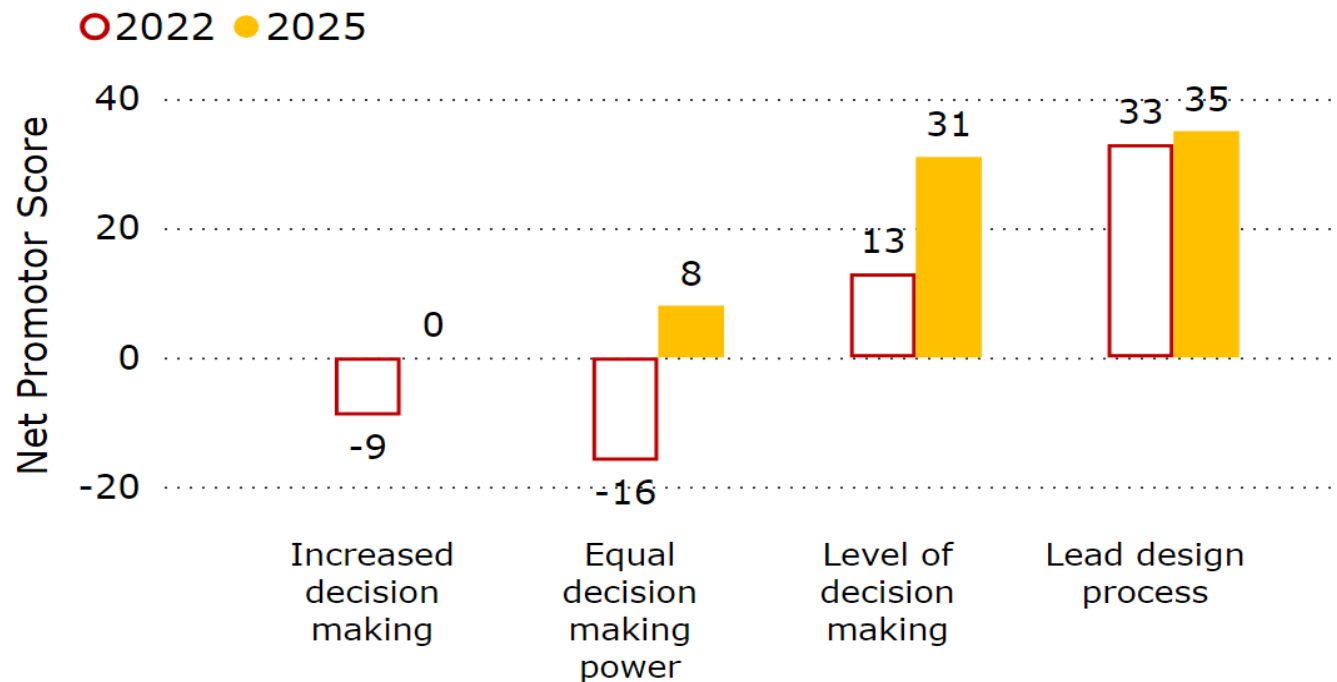
“One of the best partners”

“We’ve learnt so much about communication, public speaking and advocacy.”

“CBM Global acts as an advocate for our cause and expertise to give visibility to our work.”

“CBM Global allowed us to lead and trusted us; we are the ones deciding on the activities.”

Equality and decision making



“Sometimes they overwrite our field expertise.”

“CBM Global used to decide everything in the beginning, but now we feel more included, especially in strategic discussions and annual planning.”

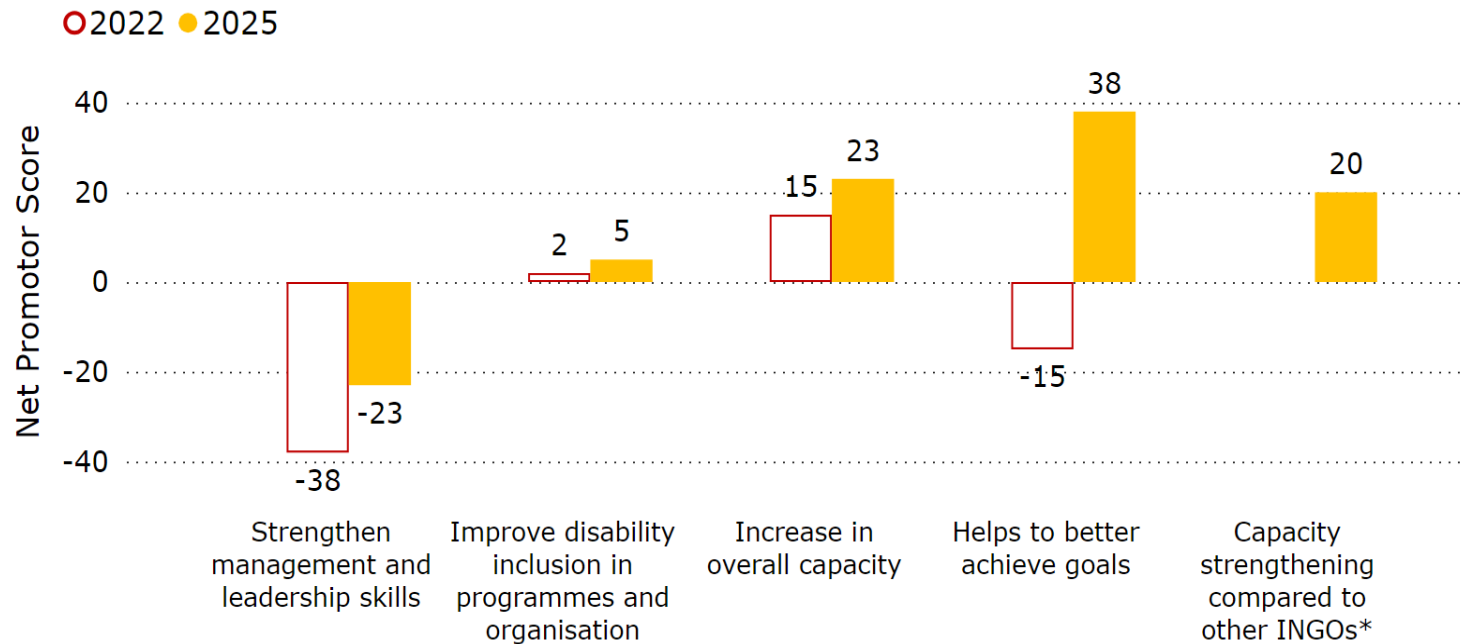
“The project was co-designed, but implementation lacks autonomy.”

“Besides designing, all activities are done by the partner so we really feel empowered.”

“The OPD has been given the leadership position and we don’t feel left behind – even for the evaluation we were able to lead.”

“CBM Global allowed us to lead and trusted us; we are the ones deciding on the activities.”

Capacity strengthening



“CBM Global always focuses on partner capacity building. This is one of the reasons we feel they are a partner – we are trying to grow and CBM Global helps us do that.”

“CBM Global’s finance person could mentor ours. We would benefit greatly from department-level mentoring.”

“Help us understand donor shifts, climate change, AI.”

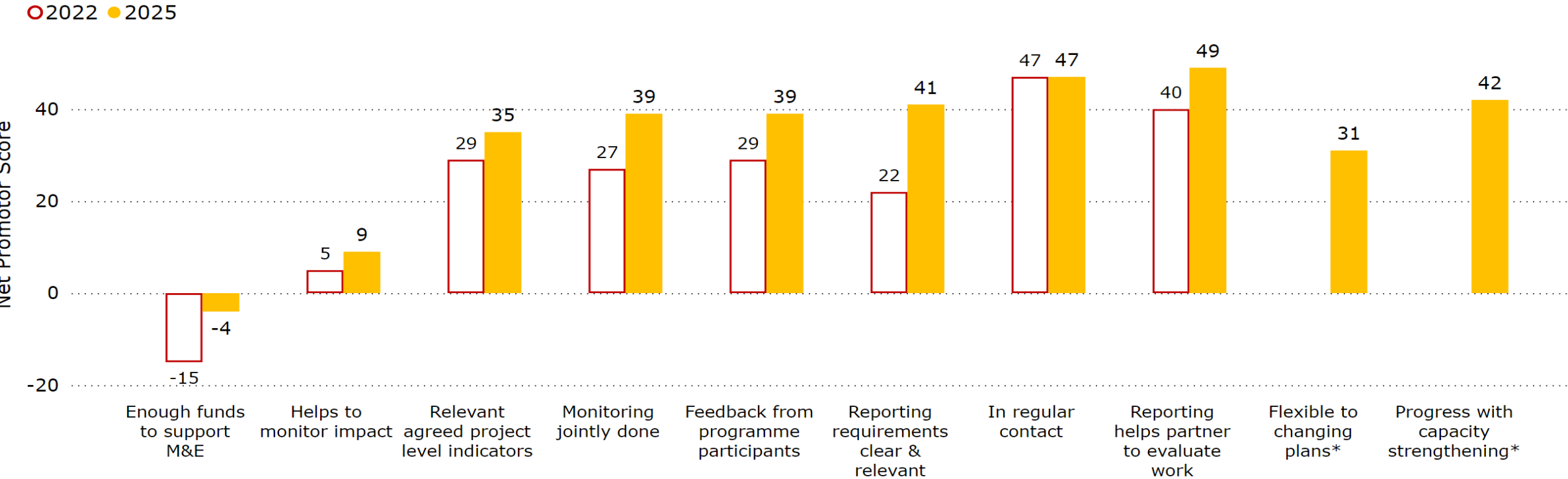
What we need is not just training – it’s someone to challenge our ideas, help us progress, and stay in touch.”

“Project management and fundraising training would help us go to other donors and finance our action plans.”

“We need exposure to best practices beyond our country.”

“It would be great to have a CBM Global partner network – so we are not all working in silos.”

Monitoring, evaluation & Learning



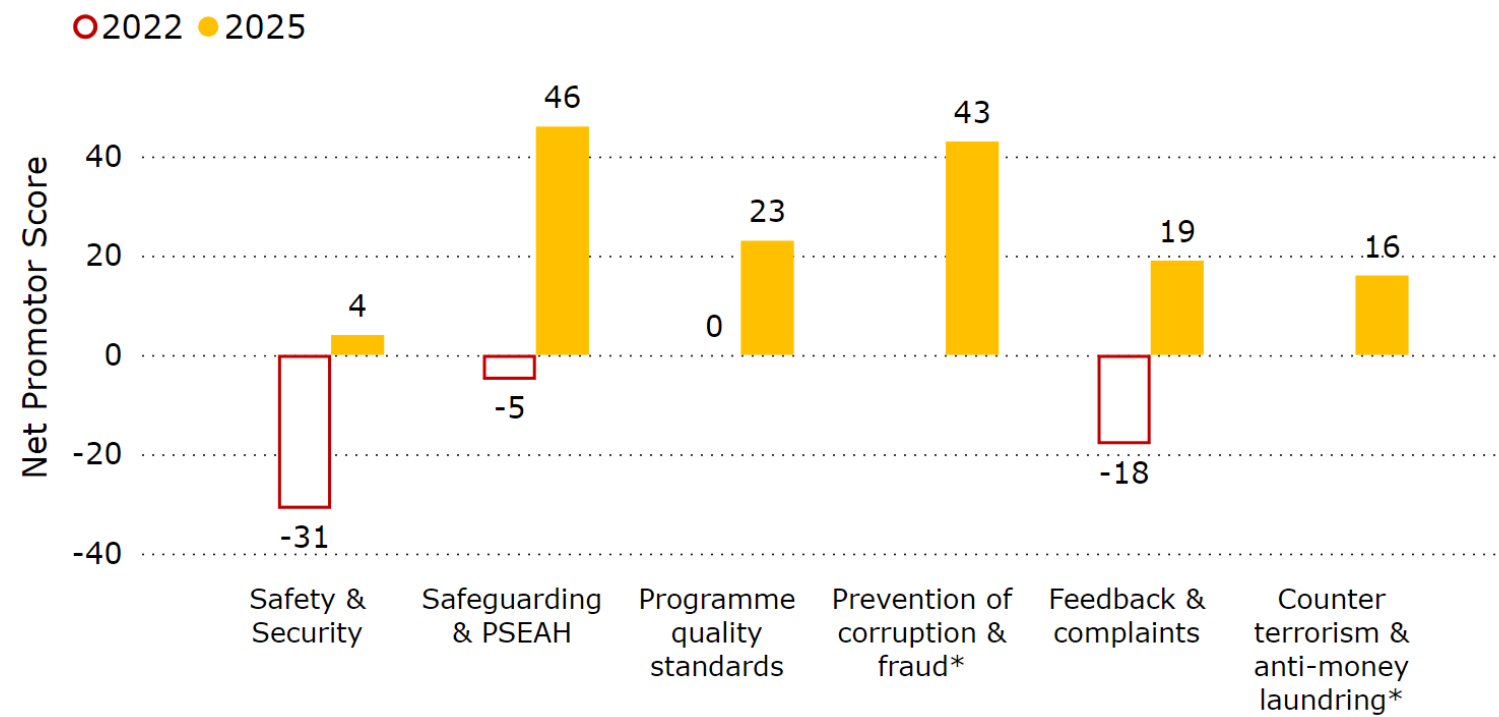
“We are doing the monitoring, but the tools were developed by CBM Global, and we weren’t adequately consulted.”

“The compliance review helped us understand what is missing in terms of HR and effective governance.”

“ [CBM Global staff member] has been training us on MEAL so many times and never tires of helping us to improve.”

“Sometimes CBM Global proposes a budget that is not compatible with the actual needs, especially for administrative costs.”

Policies & Standards



“Thanks to CBM Global, we now have newly developed Standard Operating Procedures and safeguarding focal points in place.”

“Policies were not mentioned at the start. They should be reviewed together, not after.”

“[CBM Global should improve] institutional strengthening of partners in the development of policies that will make them more desirable partners”

We have policies, but they don’t always align with CBM Global’s. We need help to make sure our systems match.”



We commit

In response to what we heard from our partners, we commit to the following:

Bring our follow-up actions as close as possible to partners via **continued dialogue between our Country Teams and our partners**, thereby ensuring our responses to partner feedback are contextualized.

Pursue outstanding commitments from the 2022 partner feedback exercise (e.g., strengthen feedback mechanisms, explore approaches to facilitate structured sharing of knowledge with our partners, etc.)

Further optimize specific (operational) processes and tools (introduce project financial guidelines, review reporting tools & process, review project development process, etc.)

To pursue our localization commitments ([Our Partnership Approach | CBM Global](#)) and continue to consult with partners as we do so.

In the context of our localization agenda, **intensify our focus on (mutual) organisational strengthening in our partnerships.**

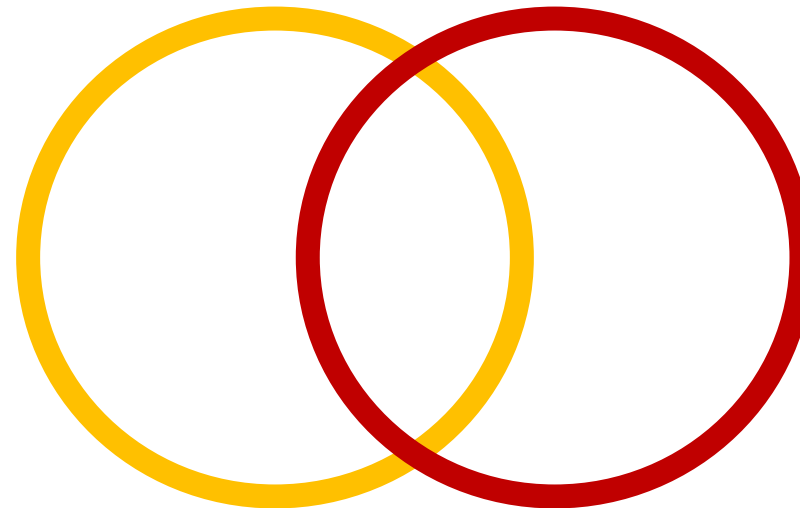


We act

To deliver on our commitments, we plan a two-pronged approach to action, each level informing and supporting the other:

We take action at the global level

Example actions:
develop Project Financial Guidelines, review our reporting templates & processes, develop an inventory of organizational strengthening approaches, etc.



Inform & Support

We take action at the country level

Each Country Team develops a **country action plan** with partners in response to country specific (anonymized) survey and interview feedback



Let's continue the conversation **cbm**



global disability
inclusion

We plan to conduct our next formal partner feedback exercise in 2-3 years and till then will publish annual updates against our commitments, but **please don't wait to give us your feedback!**

Talk to your **CBM Global country contact** in individual or all-partner meetings, or **use our Feedback & Complaints mechanism**. If you ever have concerns or suspicions about the behaviour of CBM Global staff, including situations of safeguarding, sexual exploitation, abuse or harassment, please immediately **use our Whistleblowing or Safeguarding reporting mechanisms**:



PROGRAMME FEEDBACK AND
COMPLAINTS

[Learn more](#)



WHISTLEBLOWING

[Learn more](#)



SAFEGUARDING & PROTECTION
FROM SEXUAL EXPLOITATION,
ABUSE AND HARASSMENT

[Learn more](#)

Let's continue the conversation!

Thank you



“I am so deeply grateful to all the partners who participated in our 2025 CBM Global Partner Survey and to those partner organisations who also agreed to be interviewed. Thank you for giving of your time in this way. As a Federation we take our partnership principles very seriously and we strive to listen, learn and continually improve. Your valuable input makes all the difference in our partnership journey with you.”

David Bainbridge, CBM Global Executive Director



**Thank you from all
of us at CBM
Global**

**[www.cbm-
global.org](http://www.cbm-global.org)**