

CBM Global Policy

Inclusive Feedback and Response

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CBM Global Disability Inclusion

Van Heuven Goedhartlaan 13D, 1181 LE Amstelveen, Netherlands

<https://cbm-global.org>

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Definitions

Programme Participants

People engaged in or affected by the work of CBM Global and its partners, including people with disabilities, caregivers, and other community members.

Feedback

Any view or observation about programme activities supported by CBM Global, or the conduct of CBM Global or partner staff. This includes compliments, suggestions, concerns, or complaints, expressed through either formal or informal channels.

Complaint

A negative form of feedback from anyone who believes they or others have been adversely affected by CBM Global supported activities or who believes CBM Global or any of its partners have failed to meet stated commitments or standards.

Partners

International, national, or sub-national organisations, including Organisations of Persons with Disabilities (OPDs) that co-design and implement projects, and that lead on the design and management of feedback and response systems and cases. This policy refers specifically to partners contracted directly by CBM Global but assumes that such partners apply the principles through to organisations that they sub-contract to deliver CBM Global supported programme activities.

Localisation

A means of ensuring that development efforts are led by, inclusive of, and responsive to the needs and voices of people with disabilities within communities.

Purpose

The purpose of this policy is to ensure that people who come into contact with CBM Global funded projects and /or CBM Global staff have **access to inclusive, safe and responsive mechanisms for managing feedback**.

This policy has three distinct but **complementary components**:

1. The first part of the policy defines a set of overarching **principles** for inclusive feedback and response systems.
2. The second part of this policy describes the **steps** put in place by CBM Global **to manage and respond to feedback** received directly by us. These ensure that we comply with our principles and recognised accountability standards.
3. The third component of this policy outlines **our commitment to supporting partners** to implement inclusive feedback and response systems. In doing so, this policy operationalises our commitment to empowering partner organisations to lead programmes, as defined in our Partnership Approach, whilst centring programme participant voice and rights within CBM Global's programme portfolio.

Policy Statement

CBM Global recognises that programme participants, their families, and the organisations that represent them are the primary stakeholders to whom we are accountable. **We commit to listening, responding, learning, and adapting** our programmes based on feedback from programme participants, in agreement with the relevant partner. As an organisation committed to partnership and localisation, **we will support and resource partners** to:

- Provide safe, accessible, and inclusive mechanisms for programme participants to give feedback.
- Ensure timely responses, transparent decision-making, and clear feedback loops to communities or individuals on actions taken.
- Use feedback to drive continual improvement, equity, and dignity in our programmes, jointly with our partners.
- Uphold safeguarding (including Protection from Sexual Exploitation, Abuse and Harassment – PSEAH) and data protection principles.

Scope

This policy covers **programme-related feedback and feedback related to the conduct of CBM Global staff from external stakeholders, including programme participants, across all countries where CBM Global operates**. Feedback covered by this policy includes feedback received through formal channels (e.g., email, phone, SMS, feedback desks) and informal channels (e.g., community meetings, ad hoc interactions with staff or volunteers, traditional community structures). Informal channels are often the most trusted and accessible systems for community members. Therefore, CBM Global and partners must be equipped to manage issues raised through them.

As an organisation that works in partnership with organisations to deliver projects, we recognise that **partners are often best placed to design and implement contextually appropriate systems for managing and responding to feedback**. The form and function of these systems will vary depending on the context. This policy outlines a set of overarching principles for inclusive feedback and response systems that can be considered universal to all CBM Global funded projects. The Policy defines the actions that we will take as an organisation to empower and support partners to meet these principles. Recognising that CBM Global may receive feedback directly, this policy also describes the steps we will take to manage any feedback received directly by the organisation.

Principles of Inclusive Feedback and Response Systems

For feedback and response systems to be **accessible, inclusive, safe and effective**, it is important that the form and function of each system is adapted to the specific context in which a project is situated. Despite this need for flexibility and adaptation, the following

overarching principles can be applied universally to all feedback and response systems within CBM Global's programme portfolio.

Context Analysis

CBM Global and its partners shall ensure that feedback and response mechanisms are **informed by a thorough understanding of the local context**, including the diversity of affected populations and the barriers that may limit equitable access to participation.

Consultation with Communities

CBM Global and its partners shall **engage communities**, including programme participants, OPDs, and community representatives, to ensure feedback systems reflect their preferences, needs, and expectations, and to promote trust and non-retaliation.

Context Appropriate Processes

CBM Global and its partners shall **establish feedback and response processes that are context-appropriate**, aligned with relevant policies, and responsive to varying levels of risk, severity, and to local dynamics.

Safety, Accessibility, and Confidentiality

CBM Global and its partners shall **prioritise safety, accessibility, and confidentiality** in all feedback and response systems, ensuring diverse personnel (including persons with disabilities) are available to handle feedback and adopting survivor-centred approaches, particularly in safeguarding and protection from sexual exploitation, abuse and harassment related matters.

Communication

CBM Global and its partners shall ensure that all stakeholders are aware of their rights to provide feedback safely and without fear and shall **communicate with stakeholders** using accessible and context-appropriate methods and formats.

Selecting and Training Feedback Handlers

CBM Global and its partners shall ensure that **personnel responsible for feedback management are appropriately selected, trained, and supported**, and that sufficient **resources are allocated** to maintain inclusive, effective, and accountable systems.

Addressing and Responding to Feedback

CBM Global and its partners shall **acknowledge, assess, and respond to feedback in a timely, appropriate and accessible manner**, and shall use feedback to inform decision-making and programme improvement.

Data Security

CBM Global and its partners shall **maintain secure and confidential systems** for storing and managing feedback data, ensuring compliance with applicable data protection laws and organisational standards.

Monitoring and Evaluation

CBM Global and its partners shall **regularly monitor, review, and evaluate feedback mechanisms** to ensure their effectiveness, accessibility and relevance, and shall promote transparency and continuous improvement through engagement with communities.

CBM Global's Approach to Managing Feedback

Feedback may be received directly by CBM Global or its staff. **Cases where CBM Global may receive feedback directly** include the following situations:

- A CBM Global staff member is **meeting directly with project participants and/or other project stakeholders** (including suppliers and representatives of government or local authorities, or a partner) as part of a project or partner visit, evaluation or other community-based activity.
- **Complainants** fear retaliation from a partner organisation and therefore **wish to bypass the partner's system** of managing and responding to feedback.
- An individual who has provided feedback considers a partner's handling of feedback unsatisfactory and therefore **wishes to resubmit their issue directly** to CBM Global.
- The **feedback concerns CBM Global** work or the conduct of CBM Global staff

Channels for Submitting Feedback

Feedback can be provided to CBM Global staff during meetings, discussions, monitoring visits, via email or any other interaction. CBM Global have also created the following **formal channels** for providing feedback to the organisation:

Email: feedback@cbm-global.org

Post: Dr.-Werner-Freyberg-Str. 7, 69514 Laudenbach, Germany

Online form: [CBM Global Disability Inclusion Whistleblower and Safeguarding Reporting Channel](#)

When using these channels, individuals are encouraged to provide their name, relationship to CBM Global and contact information, and to include clear details of the concern. Anonymous feedback is accepted, though anonymity may limit CBM Global's ability to investigate and resolve the issue.

Managing and Responding to Feedback

Where feedback is received directly by CBM Global, these issues will be managed and responded to **in accordance with the processes developed by CBM Global's partner** for the project in question. This ensures that the partner is aware of the issue being highlighted and is empowered to respond accordingly.

If there is a sound reason why feedback received directly by CBM Global should not be managed through the partner's feedback and response system, the issue will be **managed through the CBM Global line management structures** so that it can be handled according to the nature and severity of the issue. Management of the issue will follow processes set out in the (internal) CBM Global Programme Feedback and Complaints Process Guide. Such instances may include cases where the issue is associated with fraud, corruption or other forms of criminal behaviour, where the complainant fears retaliation, or the complaint relates to the practices or behaviours of CBM Global and/or its staff.

Where a complaint relates to any concern of harm, exploitation or abuse that has occurred or will occur if no action is taken, this constitutes a **safeguarding concern** and **will be managed in accordance with the CBM Global Safeguarding Policy**. Where a complaint relates to a suspected **diversion of resources or misuse of power** for personal gain, the issue will be managed in accordance with the **CBM Global Prevention of Corruption and Fraud policy**. CBM Global takes all safeguarding or criminal concerns seriously. Such concerns must be reported through established mechanisms. No individual should conduct their own investigation outside formal procedures.

Feedback falling outside the scope of CBM Global's work will be referred to the relevant party in line with recognised accountability standards.

In cases where a complaint is received directly by CBM Global, and the **complainant** has provided their name and contact details, they **will be kept informed** on the progress and any outcomes resulting from the investigation and/or management of the issue.

Application of this Policy through the Localisation Lens

As an organisation committed to partnering with local organisations, we wish to operationalise the principles for inclusive feedback and response systems laid out in this policy in a manner that aligns with our Approach to Partnership. We will do so by taking the following steps.

Partnership Assessment

Through our Partner Capacity Assessment framework, CBM Global will **evaluate partners' ability to develop and implement feedback and response systems** proportionate to programme scale and risk. Where gaps are identified, CBM Global will **work with the partner to strengthen** their systems and processes.

Awareness

CBM Global will **ensure all partners are aware of this policy and the associated principles** through orientations, partner meetings, and accessible communication materials. Policy awareness will be integrated into partner onboarding and programme reviews. The policy is also referenced in all project contracts signed between CBM Global and its partners.

Co-Design

CBM Global will **work collaboratively with partners to develop inclusive feedback and response systems while co-designing projects**. Where partners already have systems and process from which they can draw, they will be empowered to lead the design process. Where partners lack systems, CBM Global will support the development of context-appropriate systems. We recognise that partners are often best placed to provide guidance on key aspects such as inclusion, accessibility and context.

Resourcing

During the co-design of projects with partners, CBM Global will **ensure the allocation of resources** within budgets to establish and maintain feedback and response systems. This includes funding for staffing, reasonable accommodation, technology, translation,

community engagement, and fair compensation for community representatives and OPDs involved.

Access to Training and Guidance

Partners will have **access to training modules, guidance documents, and technical assistance** on inclusive feedback and response systems, safeguarding, and data protection. Capacity-strengthening will be tailored to local contexts and partner needs.

Reflection

As an integrated part of project cycle management, CBM Global will **facilitate regular reflection sessions with partners** to review the effectiveness of feedback and response systems, share lessons learned, and identify opportunities for improvement. These sessions will feed into programme learning and adaptation processes.

Key references and supporting documents

All documents mentioned above are available to CBM Global Federation staff on [Global Connect](#). Documents that are relevant for external audiences can be found on www.cbm-global.org.

- CBM Global Programme Quality Framework
- CBM Global Approach to Partnership
- CBM Global Policy - Safeguarding
- CBM Global Policy - Whistleblowing
- CBM Global Policy - Prevention of Corruption & Fraud
- Programme Feedback and Complaints process guide (internal)