CBM Global Disability Inclusion

Approach to Partnership

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CBM Global Disability Inclusion
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This is a summary of CBM Global's approach and commitment to Partnership. It outlines our Partnership Principles and the relationship we have with our partners. In all our work we want to be guided by and held accountable to these principles.

CBM Global Disability Inclusion (CBM Global)

CBM Global works alongside people with disabilities in the world's poorest places to fight poverty and exclusion and transform lives. Drawing on over 100 years' experience, we work with the most marginalised in society to break the cycle of poverty and disability; treat and prevent conditions that lead to disability; and build inclusive communities where everyone can enjoy their human rights and achieve their full potential.

We believe this can best be achieved through partnership. We believe partnership is about working, learning and growing together to achieve a common goal, knowing we can achieve much more together than we ever could apart. In our approach to partnership, we seek to rebalance power, challenging the negative 'donor-recipient' dynamics that are so often associated with traditional NGO partnerships, recognising that building an inclusive world requires us to address deep-rooted inequality and injustice and to promote inclusion in keeping with our values. We are committed to authentic partnership and ensuring strong representation of people with disabilities and voices from the Global South at all levels within our work.

Embedded throughout all of CBM Global's working principles and approaches is the Convention on the Rights of Persons with Disabilities (CRPD) which seeks transformative changes and social development leading to the inclusion of people with disabilities. Core to our work is responding to the Sustainable Development Goals (Agenda 2030), the Sendai Framework for Disaster Risk Reduction and the Humanitarian Disability Charter which call for a more comprehensive, human rights-based approach to development and humanitarian action.

Our Values

We champion inclusion believing everyone is equal before God, passionate about working with people with disabilities to build a world in which all people are included, valued and respected.

We strive for justice working for positive change, inspired by a vision of a just and equitable world, serving those in greatest need, regardless of race, gender, age or religious belief.

We pursue excellence committed to achieving the greatest possible impact from the resources entrusted to us, attaining high quality in all our work. We challenge ourselves to constantly learn, innovate and improve.

We embrace partnership knowing we achieve more when we work with others. We commit to partnership, listening and learning together. We collaborate creatively with partners, supporters, governments and colleagues to achieve lasting change.

We live with integrity showing God's character by seeking to live by our values and fulfill our commitments. We hold ourselves accountable to our supporters and those we serve, seeking to live authentically, responsibly and honestly.

Our work and expertise is focussed in four core areas: **disability inclusive community development, inclusive eye health, community mental health and humanitarian action**, all undertaken through authentic partnerships. Across these core areas of work, we multiply our impact by delivering a combination of inclusive community-based programmes, advocacy for national and global policy change and inclusion advice to other organisations.

For more information on our values, programmatic strategy and core areas of work please visit www.cbm-global.org

Working together

CBM Global believe working with and enabling partner organizations is central to developing appropriate, high quality and sustainable programmes, advocacy engagement and external advisory work. We welcome a diverse range of partners who not only complement each other's expertise, they also provide contextual understanding, and open the path to relevant local and international programmatic and advocacy networks and alliances. In partnership, we unite efforts, promote ownership and share accountability. We mutually learn, build capacity and achieve greater impact.

CBM Global is a faith-based organization but this does not restrict who we partner with. We are driven to respond where the need is greatest, we champion inclusion and we actively seek out a variety of partners who offer reach and effectiveness, increasing our collective impact. We always seek to work with local partners rather than implementing projects directly. CBM Global welcomes and engages with organisations of persons with disabilities (OPDs), civil society actors, local and national governments, community-based and faith-based organisations, academic bodies, regional or international networks, and national and international development and humanitarian NGOs.

Partnership Principles

CBM Global has 6 partnership principles which ground all that we do. We strive to adhere to these in all aspects of our work and want to be held accountable to such principles.

1) Complementarity of purpose

CBM Global seeks to work with partners who share our vision and who complement our advocacy, advisory and programmatic goals. We believe that diversity can help to respond to a variety of complex challenges and strengthen problem-solving, and so we unite efforts with a range of local, national and international organisations. Effective partnership promotes shared ownership and responsibility at every level which increases reach and ultimately improves sustainability and impact.

Organisations working together to achieve a shared aim encourages mutual capacity development and learning, as together we seek to both complement and build each other's expertise. Local partners offer geographical and contextual understanding, appropriate technical expertise, and easy access to the community, all of which help ensure relevant and sustainable programmes. They are also the vital connection to local programmatic and advocacy networks and alliances. Academic partners help ensure that our work is based on evidence. Strategic partners and regional or international networks enhance our capacity to more extensively influence and lobby for more inclusive policies, practices and attitudes.

Effective partnership includes recognising that power imbalances often exist, and we seek to both demonstrate and to encourage in our partners, the attitudes and styles of working that

are willing to challenge this dynamic, as well as to be ready to cede power where appropriate.

2) Inclusiveness

CBM Global and its partners are committed to a rights-based approach that seeks to work alongside people with disabilities to claim their right to improved access and control over resources, services and decision-making.

We seek to address needs identified by women, men, girls and boys with disabilities themselves (and, where appropriate, their families or caregivers), to ensure that we build on the capacities of individuals and break down the barriers that prevent their full participation. This means ensuring involvement of people with disabilities is fundamental at all stages of the project cycle. While recognising the importance of donor priorities, we promote community-based solutions as the basis for programmatic direction. We also recognise how important it is for both CBM Global and our partners to adapt processes, services and infrastructure within our own organisations and at community level to be more inclusive and equitable, and to respect and advance the equal rights and dignity of all who are excluded or marginalised.

3) Responsiveness and Flexibility

We are keen to demonstrate and support forward thinking and dynamic leadership that encourages collaborative development both within their own organisation and with the community. We seek partners who bring innovative and sustainable approaches to both programming and resource mobilisation. Partners and CBM Global alike need to respond flexibly to the changing local and national contexts where we work and to the cultural differences and varying donor requirements of our diverse parts.

Basing our decision-making on evidence, we seek to build solution-focused and sustainable programmatic approaches from the start, and to develop mutually agreed phase-out strategies where relevant. We recognise that change takes time and partnership should be long enough to assess impact, while being regularly reviewed to avoid creating financial dependency. Partners may have multiple donors so we aim for compliance and reporting requirements to be proportionate, minimising conflicting demands and multiple processes. Not all partners are the same and it is important to adapt processes accordingly, avoiding over-administrative and one-size-fits-all approaches.

4) Mutual Responsibility and Accountability

We are accountable to people living with and at risk of disabilities, to local and national authorities, to the donors who entrust their resources to us, and to each other. We seek to ensure ownership of actions at all levels to reflect this accountability, as well as demonstrating professionalism, good governance, due diligence and efficient use of resources. We will always discuss and mutually agree roles and responsibilities, and clarify expectations, changes of strategic approach, and systems and compliance requirements with our partners, with emphasis on early consultation and sharing of information.

We recognise that we can always improve and aim to create an environment which encourages partners and their stakeholders to give feedback and to clearly communicate their expectations and hopes. Providing feedback mechanisms for decision making, complaints and conflict resolution - including mechanisms for reporting serious incidents anonymously - is an important way to encourage this.

5) Trust and Respect

We strive to build equitable partnerships based on mutual respect. We strive for equity and mutual respect between members, irrespective of size and power, aiming to transform the

relationship from 'donor-recipient' (recognising that CBM Global can be either of these) to 'partners in development', and encouraging our partners to engage reflexively with issues of power.

Partners nurture trust through demonstrating transparency, and practicing active listening, and through open and timely communication at all levels. This will increase if we practice participatory approaches, deliver on our promises, and are willing to speak openly and honestly. CBM Global recognises that our actions can impact on our partners and communities in a range of ways, and will seek to ensure our actions do not adversely affect the capacity of local actors.

Being respectful of and sensitive to culture and contexts, we must adapt approaches to fit with local perspectives, customs, and laws where appropriate. It is vital to respect mandates, obligations and independence and recognise each other's constraints and commitments. We will seek opportunities to share partners' achievements and always communicate respectfully about our partners and the communities we work with.

6) Joint Learning

Partnership involves mutual capacity building and shared learning, as together we seek to both complement and build each other's expertise and knowledge. We seek a collaborative approach, drawing upon each other's strengths, skills, resources, and contextual insights and experience. Sharing and learning from successes and challenges enables us to build on or adapt our shared venture. By recognising our mistakes, we can jointly work to improve areas of weakness.

We will work with partners in our programme countries to interpret global dynamics and the development agenda that may have an impact on their work. We will also seek to act as a catalyst for joint learning and networking between partners, facilitating opportunities for exposure and knowledge transfer. On a global level, we will seek out opportunities to share expertise and learning, and to influence policy and practice in order to increase impact.

CBM Global's Partnership Process

CBM-Global proactively seeks out organisations we can partner with to advance our mission and strategy. We value the distinctive contribution a partnership will bring and welcome proactive approaches from potential partners. Whilst recognising our differences, sufficient common ground and agreed shared outcomes are required for a partnership to be feasible.

Prior to committing to a partnership, CBM Global will conduct a partner assessment with a potential partner organisation. The purpose of the assessment is to:

- **Identify strengths and weaknesses in relation to quality, accountability and good practice standards reflective of minimum standards across the sector and identify steps to address capacity gaps.**
- **Ensure CBM Global meets due diligence requirements.**
- **Provide an opportunity for mutual learning and to identify practices that can be shared within CBM Global and with its partners.**

We welcome potential partners to ask us questions about our organisation to gain clarity and build understanding to inform their decision about entering into partnership.

On completion of the partner assessment, if both organisations are in agreement, CBM Global will seek to support the partner to develop projects and programmes in line with our strategic plan and in response to suitable funding opportunities.

CBM Global undertakes project development and design jointly with partners, focussing on participation and leadership from the communities where project activities are planned. The detailed process varies depending upon the specific funding opportunity. Where possible, actions are built into the project design to address any capacity gaps identified during the partner assessment.

For all projects where funding is secured, a project specific contract will be signed between CBM Global and the partner. This details mutual roles, responsibilities, obligations and compliance responsibilities related to the project.

Building on the partnership principles, both parties need to be open and timely in communication, through trustful relationships, in all areas relating to project implementation, reporting deadlines and feedback.

Commitment to receiving feedback and complaints

CBM Global is committed to being fully accountable to persons with disabilities and all stakeholders that are impacted by our work. We welcome and respond to any type of feedback including suggestions and complaints, in order to be accountable to all we work with and who may be affected by our work, most importantly people with disabilities and their communities as well as our partners.

An open attitude to receiving feedback and complaints is paramount to CBM Global's ability to improve as an organization, 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 to create an environment which encourages partners and their stakeholders to give feedback and to clearly communicate their expectations and hopes.

As outlined in CBM Global's Partnership Principles, effective partnership also involves recognising that power imbalances exist, and we seek to demonstrate and encourage in our partnerships the attitudes and styles of working to change this dynamic. In this context, active listening and respectful but honest and timely communication plays a key role in demonstrating our commitment to genuine partnership, ownership, mutual accountability and learning.

CBM Global encourages the use of our programme feedback mechanism and expect and actively support our partners to have (or be in the process of developing) their own accessible feedback and complaints mechanisms.

For more information, please refer to our Feedback and Complaints Policy.

Front cover image: Teachers Murtaja and Shanti play with 6-year-old Tarek at CBM's inclusive child friendly space at the Rohingya refugee camps in Bangladesh. ©CBM/Hayduk

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