

“We have a key role now”*

* Indian organisation of persons with disabilities

Lessons learned from partnerships with organisations of persons with disabilities



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Cover image: The secretary of the local disability committee takes part in a meeting and training in Zimbabwe. © CBM/Hayduk

About CBM Global

CBM Global is a new federation of CBM Members formed in 2019 when the former CBM International Federation made changes to allow different parts of the Federation to focus on their priorities and areas of expertise. 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.

CBM Global Federation members are:

- [CBM Australia](#)
- [CBM Switzerland](#)
- [CBM UK](#)
- [CBM New Zealand](#)
- [CBM Kenya](#)
- [CBM Ireland](#)

In order to gather feedback on its partnerships with organisations of persons with disabilities CBM Global conducted a listening exercise through 2020 and 2021. The listening exercise celebrates what is working well and identifies areas for improvement. It is offered as an example of what partnership can mean and as a contribution to the wider efforts of integrating organisations of persons with disabilities into international cooperation.

Acronyms

- **CRPD:** Convention on the Rights of Persons with Disabilities
- **DPO:** Disabled People's Organisation
- **NGO:** Non Governmental Organisation
- **OPD:** Organisation of Persons with Disabilities



**“Before we
were scattered
and now, we are
united. Together we
can claim our rights,
raise our voice.”**

Organisation of persons with
disabilities in Bangladesh

Executive summary

CBM Global partners with organisations of persons with disabilities (OPDs) in its international work, country-level advocacy, and grassroots programming. During 2020-2021 a listening exercise was conducted across fourteen countries and 32 organisations to see how the partnerships were working, and what could be strengthened.



“CBM builds the bridges, the connection, and the link. They influenced the change in perceptions – of looking at people with disabilities as equal partners. Through this process or changing perception process, partners take this on.”

Advisory partner



Building bridges

One of the most important contributions CBM Global makes to organisations of persons with disabilities is a connective and catalytic role. CBM Global helps raise the profile of organisations of persons with disabilities and connects them with governments and international organisations so they can bring issues “from the community to advocacy”.

Image page 4: CBM staff attend a focus group discussion with a Womens Group at Charitabari at Haripur Union in Sundorgonj Bangladesh. © Fahad Kaizer/CBM



Strengthening OPDs

Many partners report that support from CBM Global transforms their ability to represent persons with disabilities and intervene on disability-related issues. Grassroots organisations have been formed, larger federations supported in their development, and international partners have become more skilled. CBM Global helps organisations access other sources of funding. For example in one country a federation of organisations of persons with disabilities went on to secure fourteen times as much funding from other partners as the support that came through the CBM Global partnership.



Working together as equals

With many organisations of persons with disabilities, especially more established ones, CBM Global works based on shared goals and mutual respect. A balance is maintained between providing support and acknowledging expertise and skill. Partnerships with smaller organisations, however, have been more challenging, in particular where partnership was formed through an intermediary organisation. Much more can be done to ensure they are still involved and fully benefit from these partnerships.

Going forward

Partnership gives a new role for both CBM Global and organisations of persons with disabilities. Based on this listening exercise, CBM Global is taking measures to strengthen its partnerships with

organisations of persons with disabilities and engage with the disability movement. Alongside further refinements to its partnership approach, CBM Global will:

- 1. Ensure persons with disabilities set the agenda**, with organisations of persons with disabilities actively shaping and contributing to CBM Global country strategies.
- 2. Jointly identify how organisations want to grow**, strengthening organisations based on their own priorities.
- 3. Increase funding**, with more CBM Global support to organisations of persons with disabilities.
- 4. Establish inclusive feedback mechanisms**, co-created with partner organisations of persons with disabilities and enabling open feedback.
- 5. Model accessibility across all areas of work**, including in engagement with organisations of persons with disabilities.
- 6. Foster inclusiveness**, promoting diversity and inclusion of under-represented groups.
- 7. Advocate for organisations of persons with disabilities**, promoting the strategic role of organisations of persons with disabilities and the need for more considered approaches to understanding risk and opportunity.
- 8. Ensure accountability for authentic partnership**, with CBM Global accountable for the improvement commitments identified from this listening exercise.

“Nothing about us without us”

The disability movement has made considerable social and political changes around the world through persons with disabilities coming together and working for change. The motto of “nothing about us without us” is a corrective to historical, yet still ongoing, exclusion of persons with disabilities from taking decisions about their lives and the communities or societies they live in.

Governments have a duty, enshrined in the United Nations Convention on the Rights of Persons with Disabilities (CRPD), to consult and actively involve persons with disabilities and their representative organisations in decision-making processes that relate to their rights and issues that relate to them. International organisations have an important role to engage and support organisations led by persons with disabilities themselves. This is especially true for organisations like CBM Global who are working specifically on disability issues. As well as supporting implementation of the Convention on the Rights of Persons with Disabilities, these organisations can contribute to strengthening the disability movement.

A survey by the International Disability Alliance showed that in the international community, persons with disabilities are “increasingly consulted, but not yet participating”. Barriers to participation mean that meaningful participation in decision-making “remains insufficient”. Among

persons with disabilities, some groups are particularly excluded, such as persons with psychosocial and intellectual disabilities, and women with disabilities. Financial support remains one of the biggest challenges for these representative organisations to exist.

Beyond it being a foundation for work on disability inclusion, partnership with organisations of persons with disabilities is an important form of localisation. Engaging with representative groups is an essential part of efforts to ensure international development and humanitarian initiatives are responsive and accountable to the people that they serve.

Organisations representing persons with disabilities

Sometimes called Organisations of Persons with Disabilities (OPDs) or Disabled People’s Organisations (DPOs), these are organisations led by persons with disabilities themselves. They are distinguished from organisations working on disability that are not governed or run by persons with disabilities. Organisations of persons with disabilities include established international bodies, national-level federations, and smaller organisations ranging from thriving actors in their communities to self-help groups starting out.



Partnerships with organisations of persons with disabilities



“They supported us in how to bring the issues from the community to advocacy.”

Organisation of persons with disability acting nationally

CBM Global is committed to working for disability inclusion, taking a rights-based approach that is based on partnership with organisations of persons with disabilities.

CBM Global's Principles of Partnership

CBM Global uses these guiding principles for its work with organisations of persons with disabilities and all other partnerships:

- Shared purpose: working in the same direction
- Inclusiveness: responding to diversity among persons with disabilities
- Responsiveness and flexibility: adapting to local and national contexts
- Mutual responsibility and accountability: ownership and due diligence
- Trust and respect: equity and transparency
- Joint learning: complementary expertise and developing evidence

Partnership with organisations of persons with disabilities is at the heart of all areas of CBM Global's work:

- Community-level programmes mobilise persons with disabilities and organisations of persons with disabilities support implementation in areas of work such as community based inclusive development, inclusive eye health, community mental health and humanitarian action.
- To advocate for rights, persons with disabilities are supported to engage directly with international organisations and governments at a country level and globally.
- In providing advice to organisations realising inclusion, CBM Global partners with organisations of persons with disabilities to ensure technical advice is representative of the population it relates to.

The forms of partnership differ across these contexts. In some cases, partnerships with CBM Global are based on funding support and many years of direct partnership. However, as with many other international organisations, CBM Global is constrained in its ability to provide grants to smaller or less established grassroots organisations. This is challenging for many reasons. CBM Global and its own funders have expectations on administrative capacity and other due diligence requirements. Furthermore, economies of scale mean that donors prefer to make larger grants. Therefore, the approach taken to partner with smaller organisations is often through larger intermediary organisations. Often these intermediary organisations are NGOs, and not necessarily organisations of persons with disabilities.

Feedback from partners



“Within our disability sector, people usually do not ask us.”

Advisory partner

CBM Global sought feedback through in-depth conversations with its partners, in 32 interviews with organisations of persons with disabilities. This was at a time when CBM Global was setting out explicit commitments towards working in partnership with and being accountable to the disability movement. The organisation therefore wanted to gather feedback from OPD partners on their experiences of partnership to date, as a starting point to build upon. Their experiences of partnership with CBM Global give a guide for what is working and what can be improved. Organisations of persons with disabilities from fourteen countries and three regions were engaged in this review, as detailed in the annex. Direct conversations were complemented by interviews with selected partner organisations and staff, as well as incorporating feedback from the previous five

years of monitoring and evaluation. Findings of the report were shared with those who contributed to ensure they represent the views of contributors.

Feedback was sought about ongoing partnerships, which means CBM Global was seeking the opinions from organisations it directly or indirectly supports. In some cases, CBM Global staff, or staff of NGO partner organisations, were translating. The latter is particularly important as it may have influenced how feedback could be expressed. Some organisations commented on this being the first opportunity they had to share directly with CBM Global, without it being mediated by any partner organisation.

Hearing and adapting to this feedback is an essential part of the way CBM Global can shape and develop its work in a way that is based on the views of persons with disabilities. The listening exercise celebrates what is working well and identifies areas for improvement. It is offered as an example of what partnership can mean and as a contribution to the wider efforts of integrating organisations of persons with disabilities into international cooperation.



Above: Women with disability in north west Cameroon have become organised and active.
© Cameroon Baptist Convention

Findings

Partnership with CBM Global meant that many organisations of persons with disabilities made transformative new connections with governments and international organisations. Mostly organisations were strengthened by direct support and by learning through working together, although not all of them gained equally from this. Organisations of persons with disabilities described the importance

of a deep partnership with CBM Global and highlighted some cases where this can be improved. In general, organisations with closer direct relationships with CBM Global were more likely to experience the benefits of partnership. Those with relationships mediated through an NGO partner were more likely to report areas the partnership could be improved.

Building bridges

- Widening networks and strengthening connections
- Raising the profile of organisations with persons with disabilities
- Integration in global advocacy



“CBM builds the bridges, the connection, and the link.

Opening the door, getting the communication going, coaching people on how to pitch things and how to be strategic. They influenced the change in perceptions – of looking at people with disabilities as equal partners. Through this process or changing perception process, partners take this on.”

Advisory partner

One of the most important contributions CBM Global makes to organisations of persons with disabilities is this connective and catalytic role. “CBM Global has a great network” said one respondent, and uses this network and stakeholder access to broaden the potential for action of organisations of persons with disabilities. Relationships are formed with government ministries, international organisations, and provide a key forum for advocacy.



“Now we have a very strong relationship with local and federal government, particularly the Ministry of Health and Ministry of Transport. We have built up these relationships. They see the challenges we face.”

Organisation of persons with disabilities funded through a field programme.

CBM Global raises the profile of these organisations and helps develop the skills and knowledge. One respondent said that “their investment through the transfer of knowledge is critical.” CBM Global pursues this through training and workshops with the knowledge of, for instance, government legislation, that organisations of persons with disabilities need to understand in order to engage and advocate. One national organisation said that CBM Global helped them “bring the issues from the community to advocacy.”



“We have a key role now, linking with that government – we are authorised by government as volunteers in the Covid response. There has been increased access to resources and support, and the government has recognised the DPOs.”

Indian OPD established with CBM support.

CBM Global supports organisations of persons with disabilities from around the world to engage in international forums and is valued for its behind-the-scenes role. The links it has facilitated between organisations internationally has also helped organisations of persons with disabilities learn from each other.



“It’s about linking you to a new context which has been beneficial – that sort of brokering new relationships. We learnt a lot about those exchanges and how to strategise for them”.

Advisory partner

The partnership with CBM Global provides a powerful example to others. It makes the organisations more credible, and show that the services and expertise they provide have value and should be funded. It also shows the accessibility measures that are needed for participation.



“CBM has raised the issues and the government is now coming to [us] for specific advice. The government is building road and public toilets and asking [us] how they can be accessible for people with disabilities,”

Advisory partner

Strengthening organisations of persons with disabilities

- Strengthening grassroots and larger organisations
- Building organisational capacity and reach
- Developing technical skills on disability
- Capacity-building as an investment with significant returns



“What have we learned from CBM? How to ensure that those who are most marginalised in disability are not left behind. For example, people who are deaf-blind, have autism or intellectual disabilities are often left out. They pushed back to make us look at ourselves and ask – are we inclusive?”

Organisation of persons with disabilities implementing a field programme

Organisations of persons with disabilities report that CBM Global support has helped transform their ability to represent and advocate for persons with disabilities. Grassroots organisations were formed for the first time or energised to continue their efforts. Larger federations were supported to take the next steps in developing their organisations and interventions. Even with its international partners, where CBM Global did not anticipate organisational strengthening, skills developed from the partnership.

CBM Global supports development of local organisations of persons with disabilities to mobilise persons with disabilities, get formal registration, and access essential logistics. Organisational support is designed to improve governance, financial systems, project management, communications and data collection. CBM Global also supports organisations in the way they work on disability issues through using rights-based methodology. For some organisations this was a shift from service or charity-oriented approaches they had been using. Part of a rights-based approach is that encouragement for organisations of persons with disabilities to take measures to be more inclusive, actively reaching women with disabilities and those in underrepresented groups.

Capacity to work on disability issues is developed in different ways. Organisations are supported to engage with and widen their membership. Some are supported with measures to make buildings more accessible, although this is harder to do where organisations are using rented properties. Many partners commented on the importance of training and learning opportunities to improve capacity to undertake work. CBM Global supported people with disabilities to go through

Bridge Fellowships*, an intensive training programme on rights-based disability advocacy that participants highly valued.

In most cases these efforts for capacity and organisational development were appreciated by partners. In some cases, however, the question arose of whether the areas of capacity development were determined by a pre-set CBM Global agenda or by the organisation's own priorities. In other cases, particularly in programme delivery and/or when an organisation of persons with disabilities is engaged through an intermediary NGO, capacity building work might have been limited. For instance, where a partnership is based on project implementation, organisational administrative or capacity development is not always factored in to project plans. In these cases, CBM Global can be more proactive about building skills.

Stronger organisations of persons with disabilities make increased impact. For example, in Bangladesh, newly-established organisations were able to lobby local government to allocate more funding on disability issues. As well as advocacy goals and securing services or livelihoods, organisations of persons with disabilities provide opportunities often for young persons with disabilities to build confidence and learn how to run an organisation.

Investments in the capacity of organisations of persons with disabilities help them grow in transformative ways. CBM Global helps organisations establish structures, policies and management practices that put them in

positions to apply for other donor funding, whether smaller grants or larger projects. For example, CBM Australia work with the Federation of Ethiopian Associations of Persons with Disabilities (FEAPD) was specifically based around organisational development. FEAPD went on to secure nearly five million dollars of further funding in multi-year grants. That is fourteen times the amount of funding provided through the CBM Global partnership.

Reinvigorating regional organisations in Ethiopia

As well as its work with the national federation, a CBM Global Member worked with Bright Futures International to build the capacity of two organisations of persons with disabilities in the Amhara region. One of the organisations described this as "structural empowerment", improving membership and the organisational functioning. The partnership approach to working was new for organisations who initially had different expectations about the role they would play. The project led to increased recognition of the organisation by government and the community and plans for sustainability. However, these organisations still find the resource question challenging: "We would also like greater support for generating income".

* The Bridge CRPD-SDGs is a joint initiative by the International Disability Alliance (IDA) and the International Disability and Development Consortium (IDDC).

Working together as equals

- Supporting organisations achieve their goals
- Balancing listening and contributing
- Indirect partnerships can be less effective
- Both partners grow in a relationship



“One of the biggest learnings for us is about things like how their systems work. We saw how CBM has a system that can manage and track staff time. We were in a situation where we couldn’t say no to anyone, there were lots of donors coming to us and we were completely overwhelmed. They have helped us to consider the strategic value of different requests and we see the way that CBM does that.”

Advisory partner

Many organisations of persons with disabilities describe the benefits and importance of genuine partnership with CBM Global. Particularly with more established organisations, CBM Global was able to support them to develop and pursue their strategic goals, provide funding, and work together in tangible ways. The practice of working together was based on mutual respect and is a learning opportunity for both sides.

Working together as equals is a complex give-and-take and CBM Global was often able to do this well, particularly when working with organisations of persons with disabilities to advise other organisations on disability inclusion. One person described this as CBM Global recognising the “balance between the advisors in the OPDs being seen as credible workers and acknowledging that they need a bit of extra support”. One strategy, for example, was to engage organisations of persons with disabilities as co-facilitators in workshops or trainings. Through working together, organisations developed professional skills and gained deeper understanding and ability to intervene on technical subjects, such as disability in humanitarian response or climate change.

Smaller organisations also benefited from partnership but were more likely to report challenges with it. Working through an NGO intermediary limited the direct partnership with organisations of persons with disabilities. These organisations also benefited from the partnership but often felt the lack of direct relationship with CBM Global. They often missed out on the direct communication with CBM Global, involvement in the project planning, benefits from capacity building and project investments.

Respondents from smaller organisations that were minor partners alongside a larger NGO, felt sometimes undervalued. It seemed to one that they were brought in as “window dressing”, and CBM Global reacted more to the NGO feedback than their own. One respondent felt they were invited for consultation, “but I think the decision has already been made”.

Partnerships benefit CBM Global too. The partnership approach is foundational to CBM

Global work and ensures its interventions are meaningful and relevant to their contexts. Partnerships are opportunities for CBM Global to develop its own knowledge and capacity. Some organisations report that CBM Global has been learning to improve at genuine consultation. While they first may have come in with a “specific view on what should be delivered” there has since then “been honest and open conversations and now the approach has changed”.

Partnership in Nepal: supporting federations achieve their goals

CBM Global worked with Nepal Disabled Women’s Association to influence national legislation.

It also supported mobilisation of women with disabilities, forming 40 self-help groups involving 500 women with disabilities, and 200 women established small businesses.

“With their support we were able to get a separate article in the Disability Rights Act that focused on women and children with disability. They helped us to develop advocacy tools and to think about how to influence the political scenario.”



Above: A group of persons with disabilities lead a workshop in the Philippines. © CBM

Analysis

Partnerships in challenging contexts

- Partnerships are working, and can be made stronger
- Working with smaller organisations needs new approaches
- Supporting organisations to diversify funding



“As an [organisation of persons with disabilities], sometimes we just have to keep quiet because there is a power dynamic. We try to manage this, give polite feedback, this is a continuous process.”

Organisation of persons with disabilities implementing a field programme

Partnerships with organisations of persons with disabilities should be seen in the context that their work is in.

The quickly-growing attention of international and national actors to engaging representative organisations of persons with disabilities has put rapidly increasing demands on the disability sector in general and representative organisations in particular. Organisations of persons with disabilities are often smaller or emerging organisations. As noted above, CBM Global and other development organisations are often constrained in their ability to directly support grassroots organisations.

The partnership approach is working, and can be developed further.

This listening exercise celebrates much of how CBM Global is intervening with organisations of persons with disabilities.

Many organisations are stronger, better able to represent persons with disabilities, and more integrated with the stakeholders that need to take this subject on. The exercise also showed the challenges that arose from the context and the way that CBM Global was or was not able to respond to it.

The challenge of supporting smaller organisations and a need for new approaches. As noted above, one of the most important challenges was where funding was provided through an intermediary organisation, most often a larger national NGO. One respondent described this as having “piecemeal bits and pieces handed to us – but we don’t see the overall picture of what they are doing.” People were assertive that CBM Global should change its approach here: “they should make their ‘business as usual’ different.” In one case someone went further, to question the motives of the partnership: “I sometimes feel that they do not want our [Disabled People’s Organisation] to build its capacity”.

Measures need to be taken to realise the type of partnerships aspired to with smaller organisations. These findings provide important lessons in partnership and ensuring ownership. It shows it is necessary to take further measures to ensure a more authentic partnership and persons with disabilities to be in the lead. These measures include involving the smaller organisations in

implementation and participation, building their skill-set, ensuring that project benefits are more equally distributed. This listening exercise showed how essential it is to seek direct feedback.

Supporting organisations to get support from different funding sources.

Working in partnership also needs to factor in funding sources. With some organisations the support from CBM Global enabled a transition into a sustainable transformation with a broader base of funding sources. Other contexts and organisations did not allow for such a transformation, however. In some areas the limitations in funding and rural environments with scattered membership and lack of transport meant that not all organisations were expected to continue beyond the project intervention.

The demands placed on organisations of persons with disabilities. Another important question for CBM Global and others working on disability is the demands made of representative organisations and

how it often outstretches their capacity or the investments made in them. This burden sometimes includes managing complex administrative components of projects that they are involved in. CBM Global needs to help organisations manage and respond to these demands.



“We feel included, but you have to remember – there are a lot of meetings we are invited to attend, in order to consult with us. But there is no salary, the admin costs are not covered, the time that we spend doing this work takes away from our other work. While we appreciate consultation, it is too much sometimes.”

A regional organisation of persons with disability



Above: Left to right: Mohammed Ali Loutfy, Pratima Gurung, Risnawati Utami, Megan Smith, Maulani Rotinsulu participated in the High-level Political Forum at the UN Headquarters in July 2017. © CBM

Partnership as a process

- Partnership takes time, and both sides are learning
- Genuine partnership is based on context
- Continuous attention to building partnership



“You can’t make things accessible all the time to everyone, but you have to have minimal expectations. If we don’t start insisting on it, no one will start.”

Organisation of persons with disabilities implementing a field programme

Partnership takes time and effort, and both sides of the partnership learn from it. There are significant achievements to celebrate in how CBM Global and organisations of persons with disabilities have worked together to help make changes for persons with disabilities. The feedback about where they can be stronger is also taken positively as an opportunity to improve work.

Strengths of partnerships were highlighted. This listening exercise has shown some of the shape of these partnerships. It shows how important CBM Global’s convening and connecting role is. It also shows how CBM Global can influence organisations of persons with disabilities to pursue inclusive and rights-based approaches.

Genuine partnership is built on sensitive approaches based on context. CBM Global takes a different role with different organisations and part of the success comes from where it has been able to respond to the situation partners find themselves in. The achievements of work implemented and results attained are accompanied by the value of developing respect, strong relationships and the transformations they make.

Continuous attention is needed to ensure the positive sides of partnership are developed. There is a need for relationship-building and transparency about the scope of partnerships and clarity about future expectations. As well as jointly developing the goals of a partnership, there is more opportunity to communicate through the partnership itself. With some partners, CBM Global can be more proactive about giving feedback from its side and seeking feedback from theirs. Another area of caution raised was about making sure investments are made in organisations and not only in selected favourite individuals.

Developing partnerships in project implementation

In Indonesia, CBM Global programming has been improving eye-health services for people in rural areas. Initially the partnership with organisations of persons with disabilities was limited to specific activities around raising awareness of disability in health services. As work developed, the partnership grew and now extends to further areas of work such as accessibility audits of hospital facilities and ongoing support for people with visual impairments. Now the model of work is replicated in other provinces and involvement of organisations of persons with disabilities is more fully anticipated in orientation and budget allocations, including for capacity development of the organisations.

Going forward

The ripple effects of working together

CBM Global has had a long term partnership with Papua New Guinea Association of Disabled Persons (PNGADP). Together they jointly advise Australian-funded development programming in Papua New Guinea on disability inclusion.



“CBM has given [organisation of persons with disabilities] members the confidence to see that they can be change agents, and also to understand *how* they can be change agents.”

As well as provision of trainings to develop capacity, both sides learned by working together. The work on accessible road infrastructure resulted in one of the main contractors taking on and becoming champions of disability inclusion. PNGADP has developed into an organisation that secures direct funding from other sources, but “still value the collaboration”.

Partnership gives a new role for both CBM Global and organisations of persons with disabilities. It shows an example of how an international development organisation can work with grassroots and representative organisations. Pursuing authentic partnership is not always easy when organisations are so different from each other and so much of the context for this work creates hierarchies.

The partnerships between CBM Global and organisations of persons with disabilities show us what can be achieved and how it contributes to change for persons with disabilities. It shows the role an international organisation can play in supporting the disability movement: how they can work together, how the disability movement can be strengthened, and how it can be connected with governments and change processes.

This exercise also showed how CBM Global can improve its work over the next few years to make sure it lives up to its ambitions of authentic partnership.

Getting better at working together

Responding to the findings of this listening exercise, CBM Global has developed measures to further strengthen its partnerships with organisations of persons with

disabilities, enabling deeper and wider engagement with the diversity of the disability movement. Alongside further refinements to its partnership approach, CBM Global will:

- 1. Ensure persons with disabilities set the agenda.** Ensure that organisations of persons with disabilities actively shape and contribute to the development and monitoring of CBM Global country strategies.
- 2. Jointly identify how organisations want to grow.** Work with its partner organisations of persons with disabilities to identify organisational strengthening plans that best suits their priorities and requirements. This moves beyond compliance requirements associated with specific projects to an overarching focus on long term organisational sustainability and effectiveness.
- 3. Increase funding.** Increase funding to partner organisations of persons with disabilities, including budget provisions for organisational strengthening and recognition of core running costs. CBM Global will ensure a clear and mutually agreed rationale for partner engagement in all aspects of project cycle management, including clear criteria for roles of partner and sub partner.
- 4. Establish inclusive feedback mechanisms.** Co-create with its partner organisations of persons with disabilities inclusive feedback mechanisms that recognise traditional power imbalances and enables CBM Global to receive open and honest feedback.

continued overleaf...

- 5. Model accessibility.** Model accessibility in everything CBM Global does, applying its accessibility commitments across all areas of work, including in its engagement with organisations of persons with disabilities. This commitment will be pursued using AccessibilityGO! and with the World Blind Union, CBM Global's strategic partner in promoting accessibility.
- 6. Foster inclusiveness.** Promote diversity, pursuing practical strategies that strengthen the involvement of people from diverse backgrounds and impairments, including under-represented groups facing intersectional discrimination.
- 7. Advocate for organisations of persons with disabilities.** Model and promote the strategic role of organisations of persons with disabilities in all its communication and advocacy. CBM Global will advocate for flexible and longer term funding that facilitates organisational strengthening and more considered approaches to understanding risk and opportunity.
- 8. Ensure accountability for authentic partnership.** CBM Global will be accountable for the improvement commitments identified from this listening exercise, inviting feedback from partner organisations of persons with disabilities, and publishing progress reports.

Annex: Organisations interviewed in the listening exercise

Global & Regional

- World Blind Union
- Disabled People's International – Arab Region
- Latin America Network of Non Governmental Organisations of Persons with Disability and their Families
- Pacific Disability Forum
- Transforming Communities for Inclusion

Bangladesh

- Centre for Disability and Development
- Apex Bodies supported through the Promoting Human Rights in Bangladesh project

Cameroon

- Coordinating Unit of People with Disability, NW Region

Ethiopia

- Debre Markos Association of People with Mobility Difficulties
- Federation of DPOs in East Gojjam Zone
- Federation of Ethiopian National Associations of Persons with Disabilities (FENAPD)

Ghana

- Mental Health Association of Ghana

India

- Bahuddeshy Viklang Jan Foundation (BVJF)
- Local DPOs connected to the Parivatan and Eastern India CBID projects

Indonesia

- Bandung Independent Living Association
- Sasana Inklusi & Gerakan Advokasi Difabel (SIGAB)
- Young Voice Aceh
- Orbit Tuban

Lao

- Disability Service Centre
- Lao Association of the Blind

Nepal

- National Federation of the Disabled
- Nepal Disabled Women's Association

Nigeria

- Mental Health Advocacy Initiative
- Disability Rights Advocacy Centre
- Joint National Association of Persons with Disability

Papua New Guinea

- PNG Association of Persons with Disability

Philippines

- San Juan Person with Disability Association
- Cainta Federation of Person with Disability Association
- Edmund Rice Foundation

Timor-Leste

- Ra'es Hadomi Timor Oan

Uganda

- National Union of Disabled Persons (NUDIPU)

Vietnam

- Action to the Community Centre

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