Name of organization: Intermón Oxfam

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Information on numbering: All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org

1. Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization. [GRI NGOSS: p. 25]

For Intermón Oxfam, the '10-'11 financial year was complicated internally as well as externally.

Some of the external elements that were taken into consideration focus on the impact of the crisis that broke out almost four years ago and that are having a devastating effect on the vulnerability and rights of millions of people. Almost 70 million people have already fallen into extreme poverty. The tax deficit of the poorest countries is not compatible with the durability of many development and social protection programmes. Investments, aid, remittances and tax incomes are reducing. Recurrent crises (financial, food, climatic) will be the norm in the near future, instead of the exception. We can foresee new highs in food prices, in the context of the extreme volatility of food markets. The resistance of families and communities to these crises will constitute a primary objective for our programmes and campaigns.

Experience of past crises suggests that there will be four more years of reduction for international aid (900 million Euros announced for Spain) and that recovery will take at least ten years. The importance of alternative measures, such as the Robin Hood tax or the regulation of tax havens will rise. The G20 has not yet resolved the shortcomings of the G8. The opportunity of an unorthodox response to the crisis has been whittled away as the months go by. Tax discipline is the battle cry.

All of Spain's political capital (including the parliamentary stability agreement) has been put at the service of the adjustment and of the possibility of improving employment rates before the next elections. Social policies, including development policies, have been sidelined.

The poverty, precariousness and even the vulnerability of the Spanish middle class are on the rise. The conflict between national and foreign poverty will become more and more visible. The scenario includes weakened NGOs that are dependent on dwindling public funds. Few organisations will be able to, or will want to, send out politically uncomfortable messages. They will all increase their competition for public and private resources that are more and more scarce.

In the domain of fair trade, the past few years have produced challenges that go beyond the implications of the crisis and of the competition with other ethical markets; the rise in the prices of raw materials forces fair trade networks to boost the communication of their added value. They are also faced with challenges linked to emerging economies whose domestic markets are becoming more and more attractive. The most vulnerable producers' groups (craftswomen) are finding it more difficult to gain access to the market.

Internally the crisis has affected our budget, meaning that we have had to make some internal sacrifices. After adjusting our managerial and administrative expenses as much as possible, during this 2010-'11 financial year we have been forced to reduce our staff in Spain and to cease some of our activities. All this has led to the closure of the financial year with negative figures. This current deficit that, linked to an internal restructuring and the reduction of our fixed expenses in Spain, has to enable us to guarantee the continuity of our work in the future.

Despite these difficulties, we want to share the main results of our activities for this financial year with our social base, our partners and allies, our team and, of course with the people with whom and for whom we work.

Emergencies such as the one in Haiti or the one in the Horn of Africa stress the necessity of our work, of our response and of our commitment. And these are but a few of the many examples of the fight for social justice and the defence of the rights of the women and men who live in poverty and injustice.

This is why we supported 94 programmes during the 2010-'11 financial year, for the benefit of more than three million people. We are responding to the challenges of the SMS (Single Management Structure) project in the context of Oxfam. The emergency response to the earthquake in Haiti and to the subsequent cholera outbreak was the most important one in IO's history for a single country, both in terms of the resources employed as well as in operational complexity and represented a marked professionalisation and consolidation of our response capacity in humanitarian action. The integrated

humanitarian action/development approach is being consolidated, particularly the complementary nature of water and sanitation, and of food security and vulnerable livelihoods. Very significant progress has been made in the definition and consolidation of the assessment, evaluation and learning system in development and humanitarian action. The Spanish prime minister has repeatedly given public backing to the establishing of a tax on worldwide and European financial transactions according to the proposal made by the Robin Hood coalition and Oxfam. The ambitious new *Grow* campaign has been launched; it clearly and naturally links poverty and combines programmes and campaigns better than ever before. The new model for fair trade shops and the new purchasing policy represent an improvement in terms of the brand image and greater opportunities for development for artisan and farming families. The first edition of the "IO Trailwalker" event (four people, 100km, 36 hours) was another important event in this biennium and its results surpassed expectations (for further information see our website: http://www.intermonoxfam.org/es/informate/publicaciones/memoria-anual).

As for the main challenges, the '11-'13 biennium began with a joint encouragement from General Management and the Management Council to launch a thought process for clearly establishing the vision of the type of institution that we would like to be in the future ad to identify the elements that should characterise an organisation that aspires to transform society. Six other institutional priorities have also been identified: the *Grow* campaign, the implementation plan for the SMS project, the economic strengthening of the institution, opening up to the digital world, the territorial presence plan and our team.

Oxfam's new campaign, *Grow*, represents an unprecedented intention, both in its objectives and in its operational structure. It enables us to explore a new change model that clearly links poverty and natural resources, but that above all enables a natural linking of programmes and campaigns right from the outset. More than any other previous campaign, it represents a new generation for change models in Oxfam (see http://www.oxfam.org/en/grow).

The SMS (Single Management Structure) project will enable Oxfam to better contribute to the creation of a fair world without poverty. It will help us deliver more impact for people in poverty by:

- building on our unity of approach in global campaigns, advocacy, development programmes and humanitarian response.

- transforming our regional and country-based programmes through greater coherence, cost-efficiency, agility and, most critically, impact.

- increasing accountability to partners, communities, allies, donors and other stakeholders.

- embracing our diverse cultures and ways of working.

Reinforcing the economic health of Intermón Oxfam means obtaining enough resources to fund our priorities and to guarantee efficient management. Management control, accountability, simplification, the search for synergies, the maximisation of efficiency, focus and internal coherency are the fundamental elements that we must encourage and that we must ensure are assumed and assimilated by the teams.

Until now, at Intermón Oxfam there has not been an integrated approach of the implications risks and opportunities of the **digital world** and of the changes that we must implement to make the most of it. Having a website or a Facebook page is not enough. The ways of getting the greatest potential from these tools are very different from those to which our institution is accustomed; they are freer and riskier and the timeframes are also quite different. As an institution, we have made progress in digital investment. The challenge lies in how to transfer our social base to an online environment and in how we can make the most of this environment to increase it.

Our presence in Spain has remained practically unchanged for the past ten years. Nevertheless, some elements have changed (the availability of technological tools, changes in social behaviour, a prolonged economic crisis, an unwieldy structure, etc.). This means that we should conduct an in-depth analysis concerning what should be done in the territory, the added value for IO of working in the territory and, therefore, the associated structure that is required, the **territorial presence model**.

The **team members**. It is fundamental that, over the next two years, the Human Resources Department should lead the management of the organisational change-related modifications that are being conducted, from the immediate reorganisation after the adjustment of the total wage bill, the SMS project

and the integration of development and humanitarian action, to the definition of the organisational model and of the new paradigm for organisational culture.

Finally, we wish to ratify our commitment towards the improvement of the processes for having better impact analysis, accountability and learning. In this sense we are continuing to work on the improvement of the quality and analysis of the impact of the programmes that we promote, the development of accountability tools that are adapted to the various stakeholders and the creation and management of knowledge. This is our second GRI stand alone report, in which we have aimed to improve the quantity and quality of the information provided.

Many thanks

Ariane Arpa
Director-General

2. Organizational Profile

2.1 Name of the organization. [GRI NGOSS: p. 26]

Intermón Oxfam

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [GRI NGOSS: p. 26]

The fundamental pillars of the identity of Intermón Oxfam are contained in the mission, the vision and the values of the organisation, which reflect our essence and the principles that govern our actions. These component parts of our identity have been the basis and the raison d'être of the organisation since it was founded by the Society of Jesus and nowadays, after being updated, continue being what defines us and pushes us forwards day by day.

Our mission says:
At Intermón Oxfam, we fight together with and for disadvantaged populations as part of a broad global movement, with the aim of eradicating injustice and poverty, in order to ensure that all human beings can fully exercise their rights and enjoy a dignified life. Intermón Oxfam are people of diverse political, religious and cultural thinking, who assume the same Mission; we share certain Values and we have a common Vision of the world that we desire.
We believe all human beings have certain rights that cannot be waived and that they can fully exercise to enjoy a dignified life. We have joined together in order to fight with and for disadvantaged populations in developing countries, with the objective of eradicating injustice and poverty so that men and women – in the full and equal exercise of all of their rights – can access the resources that enable them to develop themselves individually and collectively.

We are tackling the causes of poverty and injustice in a comprehensive way, we are contributing towards improving the conditions that millions of people are living in and we provide support to their local and global initiatives, so as to change all those policies, practices, ideas and beliefs perpetuating injustice. We are doing all of this by means of our different lines of action (development cooperation, humanitarian action, fair trade, social mobilisation and education in values).
Joining efforts with people and organisations throughout the world, we form part of a broad movement of solidarity in favour of global citizenship, and we aspire to extend and share the values that nourish our ideals and our commitments with more people every day.

The institutional documents about our identity and our strategic plan can be found in the web site http://www.intermonoxfam.org/es/quienes-somos/presentacion/mision-vision-valores.

2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: p. 26]

Intermón Oxfam is a foundation governed by a **Board of Trustees** (see page 4 in our Report 2010-2011, available in English in our website http://www.intermonoxfam.org/sites/default/files/documentos/files/Memoria%202010%20ENG%20baja_0.pdf), whose responsibility is to ensure the fulfilment of the organization's objectives and above all, the consistency with the mission it has set. The Board of Trustees is composed of 15 members from various professional sectors and different regions of Spain.

They carry out their tasks on a fully voluntary basis, motivated by their solidarity and commitment to the objectives of IO. They are periodically renewed. The Board of Trustees selects one person to take responsibility for the General Management, which accounts for the executive leadership of Intermón Oxfam.

The **Board of Directors** is an executive organ of Intermón Oxfam and is composed by the people holding leadership positions in each department and in General Management (see page 20 in our Report 2009-2010).

The **management team** consists of those responsible for the different areas and departments of IO. These people hold leadership positions and manage their teams in order to achieve corporate goals.

The **operating team** consists of all those who have a stable commitment with Intermón Oxfam. We make up the different work teams: a) staff: someone who freely lends their professional services in exchange for salary; b) volunteers: someone who dedicates part of their time to collaborate with Intermón; c) occasional volunteers, these are people who collaborate occasionally in activities that do not require a stable commitment or integration in the organization; d) interns and trainees, someone who carries out activities related to what they are studying or have recently studied with the aim of acquiring practical training.

Intermón Oxfam is made up of 9 **departments**, counting General Management: Human Resources, International Cooperation, Fair Trade, Campaigns and Education, Communication and Marketing, Social Responsibility, Administration, Finance and I.T., and Territorial Department.

As it is mentioned in the 2.4 indicator, the **main offices** are in Barcelona, Madrid and Valence (Spain). There are 7 headquarters in Spain, 38 retail shops and 42 committees. Intermón Oxfam operates in 44 countries including our fair trade activity.

See more detail in our Annual Report 2010-2011, (see our website http://www.intermonoxfam.org/es/informate/publicaciones/memoria-anualpages 16, 17 and 24).

2.4 Location of organization's headquarters. [GRI NGOSS: p. 26]

Our main offices are in Barcelona, Madrid and Valence (Spain).

2.5 Number of countries where the organization operates. [GRI NGOSS: p. 26]

We operate in 44 countries (including developement, campaigning, humanitarian aid and fair trade activity). The detail can be found in our Annual Report 2010-2011 (see our website http://www.intermonoxfam.org/es/informate/publicaciones/memoria-anual pages 16-17 :where we work).

2.6 Nature of ownership and legal form. [GRI NGOSS: p. 26]

Intermón Oxfam is a private, independent charitable foundation, pledged not to discriminate for reasons of race, origin, gender and/or religion) ruled by the provisions of Catalonian legislation.

2.7 Target audience and affected stakeholders. [GRI NGOSS: p. 26]

Intermon Oxfam works in the following regions: Latin America and Caribbean, West Africa, Horn East and Central Africa, Magrib and Asia (fair trade and humanitarian aid). Our main stakeholders are: people living in poverty for whom and with whom we work, partner organizations and allies, donors and supporters, fair trade buyers, governments and institutions we involve, and our employees and volunteers.

2.8 Scale of the reporting organization. [GRI NGOSS: p. 26]

We are:
- 224,127 members and donors.
- 77,179 people that collaborate in our campaigns.
- 16,674 participants in Connecting Worlds.
- 85,343 people that have purchased our books.
- 206,912 people that buy fair trade.
- 1,946 volunteers that steadily make up the team of approximately
- 1,364 hired members (401 in Spain, 99 expatriate and 864 local staff in countries of the south)(see more detail in EC/ and LA1 indicators).
- More than 1,793 volunteers that promptly contribute to organizing public activities
- 227 local organisations we work with in countries of the south.
- 110 fair trade organizations from which we buy products.

We work in 44 countries including fair trade activity and cooperates in 94 programmes (2010-11) (41 Africa, 47 America and 6 in Asia) distributed between the following goals:
- 28 Economic Justice programmes (28%)
- 6 Essential Services programmes (5%)
- 30 Humanitarian Action programmes (38%)
- 15 Women's Rights programmes (11%)
- 15 Citizenship and Governance programmes (18%)

Our work reached more than 3 million people living in poverty and injustice.

In the fair trade area, Intermon Oxfam has invested more than 1.8 million € in handicraft and food.

The total income in 10-11 is 79,758 € - (figures in €000)
- Assets: 78,992
- Liabilities: 72,250
- Net assets: 6,742

2.9 Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26]

There have been three significant changes regarding size and structure:
Firstly, the 2010-2011 fiscal year has been, from an economic perspective, a very complicated period for our institution. The economic crisis has forced us to make difficult decisions, which have resulted in a short-term economic deficit, but which will allow us to continue working alongside the people who need us most, through development cooperation, humanitarian aid in emergency situations, fair trade and social awareness through campaigns.

In order to ensure continuity of all these activities in the context of the crisis like 2010-11, we have been forced, during this fiscal year, to search for substantial solutions that complement the cost-saving measures taken over the last three years. After reducing management, administration and fundraising costs as much as possible (up to 14.7%), this time we had to reduce our personnel costs in Spain, eliminating 63 jobs held by people on our team who have dedicated hours, effort and enthusiasm to our organization. The rest of the staff has seen their work day temporarily reduced by 10%. Also, we have had to readjust our commercial publishing activity. Consistent with our values, all these measures have been taken with full transparency and compliance with the law, offering the best possible conditions to the people who have left us.

Secondly, as we explained in the previous GRI report, in November 2008 Oxfam International agreed to work through a deep coordination: it is the Single Management Structure Project. SMS means reducing the number of affiliates working in countries, developing a single strategy for each country, with shared services, one brand and one voice (Oxfam Annual Report 2010-11). By the end of April 2011 and regarding our geographical framework Bolivia had implemented the SMS plan. According to the implementation plan, at the end of mars 2012 ten more countries will have 'gone live'.

Finally, in the period April 2010-March 2011 Intermón Oxfam we have closed 8 retail fair trade shops and 9 comitees.

2.10 Awards received in the reporting period. [GRI NGOSS: p. 26]

Intermón Oxfam has not received any award in the reporting period.

3. Report Parameters

Report Profile

3.1 Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p. 26]

The reporting period is April 2010-Mars 2011. In 2010 Intermón Oxfam has changed its fiscal year to adopt it to Oxfam International. In 2009-2010 the period includes 9 months from July 2009 to March 2010).

3.2 Date of most recent previous report (if any). [GRI NGOSS: p. 26]

This is our second GRI reporting. The previous one was in February 2011.

3.3 Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]

The reporting cycle is annual, except the 09-10 period.

3.4 Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]

Helena Talón, Responsible for institutional Planning and Accountability, Social Responsability Department, at htalon@intermonoxfam.org, Roger de Llúria, 15 - 08010 Barcelona, Spain.

Report Scope and Boundary

3.5 Process for defining report content. [GRI NGOSS: p. 26]

This is our second GRI report. The first one was a good learning exercise in relation to content and process.

We have followed the INGO Accountability Charter requirements, specially the GRI Content Index template and the NGO Sector Supplement G3 Checklist. According to them and to the Charter recommendations for our previous report, we have tried to improve this report including evidences to support our statements and expanding the number of indicators to include in. We have chosen 16 indicators from the level C.

This report has been worked by the Intermón Oxfam accountability team and complements our Annual Report 2010-11 (see the web site http://www.intermonoxfam.org/sites/default/files/documentos/files/Memoria%202010%20ENG%20baja_0.pdf),that has been prepared in accordance to our Accontability and Disclosure Policy, the accountability and good governance indicators from the Spanish NGO Platform and the statutory obligations.

We are convinced this process help us to improve our accountability and transparency, so for the next period (2011-12) we would to integrate GRI indicators in our Annual Report.

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [GRI NGOSS: p. 26]

This report relates the whole Intermón Oxfam including its local offices. The report does not include Oxfam International information.

3.7 State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 26]

The 2010-11 fiscal year comprises an annual period, from the 1st April 2010 to 31 March 2011. The figures are not comparable to the previous year because it was atypical (only nine months in order to align the closing dates of the different affiliates to the Oxfam International confederation).

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from to period and/or between organizations.

Changes coming from single management structure, reporting period and staff adjustments (see 2.9 and 3.1 indicators) can affect the comparability from the previous period.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement

The 2010-11 fiscal year comprises an annual period, from the 1ˢᵗ April 2010 to 31 March 2011. The figures are not comparable to the previous year because it was atypical (only nine months in order to align the closing dates of the different affiliates to the Oxfam International confederation).

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]

This is our second GRI report. The previous one (2009-2010) was a 9-months year period.

GRI Content Index

3.12 Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: p. 27]

4. Governance, Commitments, and Engagement Governance

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [GRI NGOSS: p. 27]

Intermón Oxfam is a foundation. The Board of Trustees is the Foundation's governance and representation top body. Its main mission is to oversee the performance of the foundational purpose, ensuring the preservation of the identity of the institution and its optimum management.

In July 2010, the Board of Trustees defined a good governance code according to the Governance Standards for Oxfam Affiliates. The objective of this Code of Good Governance is to determine the principles of action of the Board of Trustees, the basic rules of its organisation and functioning and the standards of conduct of its members. (for details see http://www.intermonoxfam.org/sites/default/files/documentos/Codigo_de_Buen_Gobierno_de_Patronato_IO-junio_2011.pdf)

The Board of Trustees has two main commissions: Audit and economic commission and Appointments commission.Their main functions are:
- Reviewing the accounts, the results of the audit and the annual budget.
- Monitoring of the key ratios/indicators.
- Acting as communication body with the external auditors.
- Reviewing the work plan with IO's internal auditor.
- The Appointments commission main functions are:
- Defining the type of profile required for the Board of Trustees and the Advisory Board.
- Ensuring that the vacant posts of the Board of Trustees and the Advisory Board are covered timely and within a reasonable period of time.
- Actively participating in all the selection processes of the trustees, members of the Advisory Board and the Corporate Management Team.
- Proposing the appointments of trustees, Director and members of the Advisory Board to the Board of Trustees.

Operational decisions are delegated to the Director and the Corporate Management Team.

See quantitative figures in LA13 indicators.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [GRI NGOSS: p. 27]

The Board of Trustees and its Chair are non-executive. It is crucial to distinguish between the responsibilities of governance and those of management. The former affect the areas of strategy, control of resources and maintenance of the identity of the institution. By means of these functions, the Board of Trustees seeks to exercise the leadership that corresponds thereto. They all are volunteers. The Board of Trustees delegates in the General Director and the Corporate Management Team the executive responsibilities'.

4.3 For organizations that have a unitary board structure, state the number and gender of members of highest governance body that are independent and/or non-executive members.

As it has been explained above Intermón Oxfam has a Board of Trustees and a Corporate Management Team. The first one is independent from the day-today management so is not an executive body. All the trustees are un-paid non-executive volunteers. With the aim of ensuring institutional coherence, we have defined a protocol for managing conflicts of interest aimed at ensuring that the processes of decision making in Intermon Oxfam are objective and impartial and that always prevails in the interest of the organization from the personnel of one or more members of their governing bodies. This protocol has been signed by all Board of Trustees members and by the Corporate Management Team.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]

Internal communication is essential in Intermón Oxfam. From some years ago, digital and presence communication tools as 'IO Reports', or 'Breakfast with Director General', 'IO up to date', 'Regional meetings in Spain' or 'Global meeting (including Country Directors), 'Management Team meetings' were created in order to allow Director General and Corporate Management Team to report and to receive opinion from the staff.

In addition, in February 2010 the Intermon Oxfam corporate Management Team approved the proposal of implementing the figure of an Ombudsman. This proposal was approved by our Board of Trustees in March 2011 and the objective is to implement it in May-June 2012.

The mission of the Intermon Oxfam Ombudsman will be to defend the individual and collective rights of its key stakeholders, providing them assistance and help to solve conflicts which the organization can not manage through its formal and usual mechanisms and procedures.

It will be a neutral and impartial agent for channeling problems, complaints, opinions, queries or suggestions addressed to the organization or to someone from its team which come from its key stakeholders.

4.14 List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]

Our main stakeholders are people living in poverty for whom and with whom we work, partner organisations and allies, donors and members, governments and private sector as influence target, public bodies and volunteers and employees.

4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]

In May 2009 we defined the cycle of relationship with our key stakeholders, so that the organization can be oriented towards their needs and expectations. The idea behind this approach is to prioritize our knowledge of the needs and perceptions of IO stakeholders to meet their expectations as much as possible, depending on their impact and feasibility.

Stakeholders' identification and selection:

Partnerships.

As part of Oxfam, Intermon Oxfam understands partnerships as mutually empowering relationships, which are aware of power imbalances and focused on mutual growth, organizational development, institutional strengthening and above all, on achieving impact.

Programs defined and supported by Intermon Oxfam are multiactor taking into consideration the complexity related to social change and the fact that multiple strategies and actors are involved and needed to contribute to the process.

Programs implemented in partnership are potential opportunities to increase the collective knowledge, skills, to promote real participation and empowerment. However, in order to materialize these opportunities we believe some basic principles should underpin all our work with communities, civil society organizations and other actors. These are the principles defined among the Oxfam affiliates and Intermon Oxfam signed them off:

- Shared vision and values
- Complementarity of purpose and value added
- Autonomy and independence
- Transparency and mutual accountability
- Clarity on roles and responsibilities
- Commitment to joint learning

In order to apply these principles different procedures have been defined and applied for establishing partnership with civil society organizations and NGOs. In humanitarian situations a manual aiming at supporting the project teams on how to define a work model and establishing procedures and guidelines for its implementations was developed in 2008 and different training sessions have been conducted to support the application.

In the case of development programs the procedures were developed almost a decade ago and they will go through a process of review in the coming months.

Producer groups. The fair trade (FT) purchasing policy set up three sequential conditions for producer groups:

- Necessary condition: Producer groups we buy from must perform FT principles.
- Sufficient condition: FT items purchased ought to be easy to sell. That means that the articles selection has to match market requirements.
- Excellent condition: When possible, and if the benefit of the IO partnership trade activity is over 5% of the sale, FT purchasing will be guided towards producer groups doing better as they transform sales into development opportunities for their members. This condition, that is a compulsory condition to be applied only in good economic situations and desirable for the rest, shows the preference of buying from producer groups in less developed countries, having a more committed mission with rural, craft of workers families as well as women development or environmental preservation.

As an example of application of these conditions, we changed our coffee-producing group in Uganda. We left UNEX – a company licenced by FLO – to work with the Union of Coffee Cooperatives of Ankole. The

coffee was practically identical, but purchasing from the ACPCU enabled us to deal directly with the producers and to develop certain skills and strengths, as we are doing now. The decision was justified by our orientation towards small-scale producers and the elimination of levels that do not add value to the production chain.

We also changed our tea-producing group in Sri Lanka. We went from Stassen – also a company licenced by FLO that had large plantations and paid the workers according to the FLO standard – to BioFoods-SOFA, a combination of an association of small-scale farmers who all have organic and fair trade certifications and a company partly owned by SOFA (Bio Foods) that turns SOFA's production into finished products by means of a processing procedure that also has organic and fair trade certifications. It was a clear expression of our orientation towards small-scale producers and towards organic agriculture.

Members and donors. According to the Data Protection Act it is required to be adult or have parents or tutor authorisation to became IO donor and receive our communications.

Funding activities are developed directly into Spain country. In a reactive way some people could donate by internet.

Relevant donors, corporations and foundations. Donations coming from enterprises not observing our social responsibility code (http://www.intermonoxfam.org/es/page.asp?id=1731) are not accepted (this is something we are not able to check so this can be only our appreciation or its declaration). For important donations, we use the OI screening procedure (a standard criteria giving us good path about the acceptation decision).

Staff. Human resources requirements shall be met by ensuring that we dispose of the best person for the Institution; someone who identifies with and is committed to the mission, values and culture of IO and ensuring that they can accept the responsibility of the post. The Institution shall dispose of people whose skill profile enables them to develop the functions of the job and with the potential, versatility, commitment and identification with the Institution which are needed to ensure the promotion, continuity and achievement of the Organisation's current and future objectives.

Volunteers. A volunteer is a person who willingly gives some time to collaborate with IO and does not get any kind of compensation for it. This way this people confirm their social commitment and contribute to the achievement of our mission and objectives.

Our volunteers are people who:

- Feel motivated by social help, international solidarity and the wish of changing the world.
- They feel very closed to our mission and share our values.
- They assume a steady commitment and dedication as well as a clear responsibility.
- They become members of our team, either in local offices, committees, fair trade shops or departments.
- They are trained in our institutional topics so they can do good work and better contribution to the IO mission.
- They have experience, expertise and interest in the works they will do for IO.
- They share reflections and internal debate spaces and act as awareness agents outside.

The incorporation of volunteers to the various teams depends upon the execution of definite activities. Prior to the incorporation, therefore, one must find out which new activity shall be started or which activity requires new people. Based upon the analysis of volunteer requirements, a profile must be defined and a recruitment procedure must be started.

The incorporation implies a selection process which ensures that the volunteer is adapted to the required post and/or functions, as well as allowing the organisation to verify motivation and possibilities of future integration.

Data on Performance

Program Effectiveness

Indicator 1:

NGO1 Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.

Our stakeholders include people living in poverty for whom and with whom we work; partner organisations and allies, donors and suppliers; staff and volunteers, and the governments, institutions and organisations that we seek to influence. Our focus is on women living in poverty, rural population deprived from basic rights, victims of humanitarian crises, marginalised groups and our partner organisations.

Intermon Oxfam adopted the right based approach in 2007, since then different initiatives have been developed to ensure a clear understanding and implementation of such an approach.

Participation, accountability and learning are some of the principles underpinning all the Intermon Oxfam program and project cycle management. The programmes cycle is made up of the different phases that are necessary for correct management. In each of these phases methodological guidelines, as well as different tools to carry them to term, are proposed ensuring that the principles are embedded.

First of all, we must take into consideration that all the programmes are born from and must be framed within the Country Strategy. This establishes the strategic investments, starting with the context and capacities analysis, defining the programme, geographic and financial-organizational framework and of course the stakeholders, partners allies and men and women Intermon Oxfam will work with and for.

During the Preparation, Assessment, and Drafting the Strategy phases, the situation is analysed and directions for the programme design are set (these phases will last for 3 to 6 months). These three phases are of great importance, as a good design and a good programme strategy will be essential for the success of our interventions, in order to ensure it participation of partners in the assessment and definition of the strategy is to be ensured. The women and men Intermon Oxfam will work for and with will be consulted during the assessment using participatory methodologies and the strategy should be shared. The programme strategy will be set for a period of between 6 and 8 years, subject to review every two years.

> Practical examples: in the regional women right programme in Latin America (LAC) and Nicaragua, resources and time have been invested in programme identification and formulation, by assessing context, local partners and the relevance of lines of action, identifying gaps and opportunities. The identification and discussion space with partners help to develop thematic debates in Women's Rights. For example, questions about what being a "popular woman" means in the Latin-American regional context, or, how we work coordinating between community based organizations, women and feminist NGOs, what it means to work with people who suffer multiple discriminations (not only gender /paradigm of intersectionality) and how we apply this paradigm to our programmes.

Once the Programme Strategy has been defined the Programming phase, in which the action lines of the programme/ projects strategy will be defined, helping to structure and facilitate its funding. The Programming phase is biennial with an annual budget landing and is articulated with the institutional planning processes. The projects proposals are made with the partners with participation from the target population.

The Implementation and Management of the programme will be carried out mainly through these projects and the actions defined regarding the programme in the programming phase. The monitoring, evaluation and learning phase has the following objectives: to incorporate a continued improvement in our management (decision making), to be accountable to our partners and social base, as well as to the primary change agents/target population (accountability), and to offer input for the following programming phase (learning) (more details Indicator 3)

For ensuring a complete and active involvement of the partners in the monitoring, evaluation and learning system of the programmes, management committees composed by partners and Intermon Oxfam staff are created; these committees are in charge of running the systems, analyzing the information and

ensuring a clear a correct direction of the programmes. In some cases target population/change agents are directly involved in the committees through permanent representation in the meetings. One example in the regional Gender Justice program from Latin America, implemented in 4 countries (Colombia, Ecuador, Perú and Brasil) defined a committee structure following the principle of active participation of all the stakeholders.

Intermon Oxfam signed off the Oxfam International policy on program evaluation, this document follows the OI principles for monitoring evaluation and learning, among which engagement of stakeholders, empowering process and accountability are essential. Participatory methodologies are recommended for ensuring that evaluations follow the principles.

Indicator 2:

NGO2 Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.

Our social Responsability policy, (see the web site
http://www.intermonoxfam.org/es/documentos/07/07/11/politica-de-responsabilidad-social-organizativa)
includes our commitment related to respect and promotion of peolple's rights. Specifically it refers to:

- Partners and people with and for underprivileged persons and communities we work

- Labour rights: 'We authorise and encourage the people who work in IO to use the channels opened for such purposes to communicate the activities and behaviour that are not in conformity with the law, with our mission, vision and values, and with our policies and commitments. We commit to establishing mechanisms that ensure the confidentiality of the plaintiff and protect him/her from potential reprisals, as well as verifying the veracity of the complaints'.

- Members' and donors' rights: 'We dispose of mechanisms for dealing with incidences, complaints, or reclamations originated by members and donors'.

According to this policy, Intermón Oxfam has begun to create these mechanisms:
- Code of conduct and protocol for the prevention and management of inappropriate behavior. The Code seeks to regulate people's conduct by setting out general guidelines for behavior and should provide tools to solve possible conflicts that may arise regarding behavior. These tools should be aimed at making it easier for people in charge of staff to assess the impact that the unsuitable conduct of people in their teams has on the organization and help them reach decisions about it. The protocol establishes the criteria and action guidelines to be applied in case of an inappropriate conduct. It also lays out the prevention tools that will be used in order to avoid this sort of conflicts. Prevention implies a more efficient management of human teams. The organization's mission can be safeguarded through the adoption of proactive attitudes to predict and avoid difficult situations.

- Collaborators' Ombudsman. In March 2011 the Board approved a proposal for the creation of the figure of the Collaborators' Ombudsman in IO. According to this proposal, the mission and role of the Collaborators' Ombudsman is based on:

    - The mission of the IO Collaborators' Ombudsman is to uphold the individual and collective rights of its main stakeholders, providing them with confidential and informal assistance and aid to resolve issues that the institution cannot address via its formal or habitual mechanisms and procedures.
    - He/she is a neutral and impartial agent who channels problems, complaints, opinions, consultations or suggestions made to IO or to the persons who constitute its operations team and that originate from its main stakeholders.
    - IO's Collaborators' Ombudsman analyses and evaluates each case that he/she receives and attempts to give a response, solution or recommendation as swiftly as possible.

The proposal includes a procedure for handling cases addressed to the collaborators' ombudsman.

The existence of this figure has not yet been communicated to our main stakeholders and has not been launched given that the person who will be holding the post by decision of the Board was not available and that the IO staff member who is promoting the launch of this figure has been on leave from October 2011 to February 2012. The aim is for the launch to take place in May/June 2012.

In relation to feedback and complaints from partners and people with and for underprivileged persons and communities we work, during the period between October 2010 and February 2011, IO carried out a **survey** of the active **partners** in countries where we work, as well as a series of **focus groups discussions** with beneficiaries in various countries. These exercises were aimed at treating the subject of accountability, equally regarding IO's accountability towards its partners and the population that benefits from our actions, as regarding partners' accountability towards the beneficiary population. The **objective** consisted in exploring ways to improve our accountability towards these two priority stakeholder groups.

The work was guided by a wide **definition** of "*accountability*": "*The processes through which an organisation makes the commitment to respond to and balance the needs of its stakeholders in its decision making processes and activities, and delivers against this commitment*". (One World Trust). And 115 partner organisations responded (54% of our active partners).

- With respect to **access to information**, the face to face or direct contact (meetings with IO, meetings with IO and partners and informal interaction) is assessed as the most useful mean to obtain information on IO's work
- In general, respondents assess positively the quality of **communication and dialogue** established between them and our teams during the different phases of the programme and project cycle, including the possibility for them to make suggestions, criticisms and complaints.
- The **general perception** of IO shared by our partners is that of an institution which gives priority to accountability, with practices that are, generally speaking, satisfactory
- The majority of respondents consider **important for IO to be directly accountable to beneficiaries** and to put in place specific systems for it.

Some Findings of interest from focus groups with beneficiaries are as follows:
- In general, participants had heard of IO, though without knowing for sure what it was and what it did.
- Project **information** is provided to them via the partner and its managers /representatives. They would like to be able to contact IO directly by phone, have access to print material, as well as hold meetings with IO.
- Although they might consider they can **make suggestions**, they would nevertheless not contemplate the possibility of **making complaints and criticisms**, mainly because they do not see IO as a duty-bearer.
- They feel sufficiently **consulted**, although they would like to have more power so as to influence certain decisions (ex. Selection of beneficiaries).

Based on the findings of the report (survey and focus group) and aimed at accelerating the implementation of the accountability policy Intermon Oxfam made the following decisions:
- Mainstream accountability into the M&E standards, ensuring that the following points are strengthened:
  o Feedback information around decisions made on regular bases.
  o A clear communication process for the evaluations conclusions:
    ▪ One mechanism focusing on partners and beneficiary population
    ▪ Publish the reports on the web page
  o Complaints mechanism for beneficiary population established for the programs ensuring confidentially

Accountability has been already mainstreamed into the Monitoring, evaluation, accountability and learning (MEAL) standards for humanitarian responses at Oxfam level. Those standards are being followed at present in the Sahel drought response.

More complete action research around social accountability, specifically considering feedback and complaint mechanisms have been defined for one gender justice and citizenship program in Nicaragua and a humanitarian reponse in Chad. Learnings are expected in the coming year.

One practical example from South Sudan of how complaint and feedback mechanisms are defined and set up in Intermon Oxfam humanitarian responses follows:

Systems for collecting feedback and complaints
- Community structures, as Village Project Committees play a fundamental role within the mechanism. Those structures represent a wide spectrum of the local society, including clans' representatives, local authorities, youth, men and women representatives plus project related representatives from seed and tool, Cash Transfer and vegetable components of the response. VPCs work as focal point for capturing complaints and / or feedbacks, which are then periodically reported to extension workers / Assistant. Depending on the cases, those structures are also able to directly solve minor problems / complaints. At the moment of this report 13 VPC were actives: one per village of implementation. Members vary from 8 to 10 people;
- Extension workers are our front line staff. As permanently deployed in the village, they have a great capacity to interact with communities, capture information (feedbacks and complaints), address beneficiaries needs;
- PDM (post distribution monitoring) represents an additional way for collecting these types of inputs as well as an alternative source which prevent negative filtering from the two mentioned above (VPC / EW). Some examples are questions related to beneficiaries' satisfaction about quality of seeds and tools, or amount distributed trough CT.
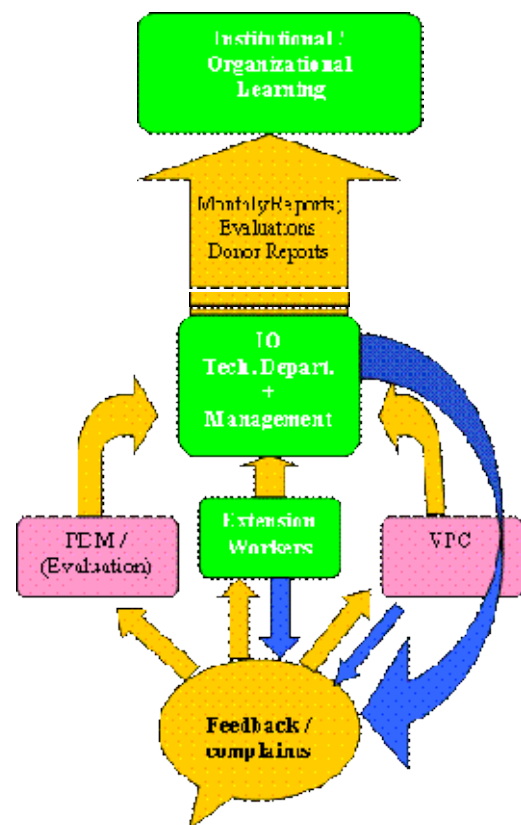
Reporting / Decision making process
- Extension workers periodically report feedbacks and complaints. They do using three main ways:
  1) Weekly staff meeting, where main issues are presented to different departments (Logistic, admin, WASH, FS) plus Management;
  2) Sector meeting where extensions workers, Assistants and Officer discuss complaints / feedback, share their negative / positive experiences and plan actions;
  3) Ad hoc meeting with Officer or County local authorities.
  All those forums contribute create learning processes and increase internal accountability.
  Outputs are then metabolized at various dimensions: within programme sectors, geographical areas etc;
- Discussion then takes place with VPC and communities or directly with beneficiaries. The cycle is closed in terms of giving response to the feedback or complaints.

Institutional / Organizational Learning
- Through Monthly internal report, donor's reports and evaluation study (which also constitutes an alternative way from preventing negative filtering from VPC/ EW), feedback / complaints are formalized, contributing in increasing institutional / organizational learning.

It is important to consider that the Ombudsman (see above) position created, in relation to programs it will focus on partners, for beneficiary population feedback and complaint mechanism the local systems are being developed.

Indicator 3:

NGO3 System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.

In Intermon Oxfam a programme's **Monitoring**, **Evaluation** and **Learning System** refers to the existence of coordinated production processes, analysis, management and use of information to analyze a programme's operation, including changes to which it contributes. According to the rights-based approach, we are rights-holders in a moral sense, accountable for ensuring we provide high quality work (Mikkelsen, 2005).

With the definition and start-up of MEL in the programmes we aim to:
1) Work with a more informed decision-making process

- **Improving the quality of the information** that we generate regarding the progress and changes which are being contributed within the framework of our principles and the approaches with which we work.
- **Ensuring an effective use of the information** when it comes to decision making, paying special attention to the learning and the lessons learnt, in order to:
  o Review our **intervention strategies** in relation to the context, to the actions that produce positive results and those that do not.
  o Channelling our **types of work** so that they are coherent with our principles, values and approaches and uphold the codes of conduct and norms we have established.
  o **Increasing the effectiveness** of our interventions, developing new ways to work **on the basis of what has been learnt.**

2) Improve accountability and the transparency through simple and adapted mechanisms allowing us to reinforce:

- **The internal commitments within the framework of the "programmes"** [2]
- The fulfilment of our **accountability to the partners, the women and men who participate in the programmes and the partners and donors who fund us**.

Generating knowledge, its management and application, is an essential dimension of the MEL system. Nevertheless, besides analysing the correct operation of a programme in compliance with the institutional principles and approaches, the changes that we aim for, encouraging learning and its correct management, the **MEL system must promote our values, our principles and the approaches we apply to our work**.

3) To take advantage of the opportunities the systems offer us in the processes of empowerment of women and men who participate in the programmes, **as well as learning,** not only institutional, but all the actors linked to our work. **Our systems will be coherent with our commitment to participatory learning**.

In summary, the MEL system must help us position ourselves as agents who learn and are efficient. Each system will be specific with regard to the context and to the type of programme we are working on, but they will maintain some basic characteristics to ensure that it complies to the principles.

The MEL system is defined at program level, ensuring the following basic aspects:

- Structure to manage the MEL system (committees including partners and beneficiary population in some cases)
- Objective and audiences of the system
- Key questions that the system should look at provide information
- Key moments:

- Program strategy papers
- Annual reflections and reports
- Mid term evaluations (joint evaluations)
- Final evaluation
- Specific learning exercises

However, the programs are implemented through projects, and therefore the MEL system defined at program level is operationalzed at project level ensuring the following aspects in the plan:

- Clear logical model and indicators linked to the key questions
- Data collection plan (MEL matrix), defining clear process to ensure information around the set of indicators defined (source of information, methods, frequency for data collection, responsibilities)
- Key moments, related to the key moments at program level, duplications should be avoided:
    - Six monthly reports
    - Baselines (when applicable)
    - Annual reports
    - Intermediate and/or final evaluations
    - Learning exercises

On yearly bases, considering the information from monitoring reports, baselines, evaluations, learning exercises, etc. the programme committee join and conduct a reflection and feeds the annual report. This key document has at least three main uses:

- Programme learning
- Thematical strategic reflection. The reports reach the thematic advisors (gender justice, economic justice, citizenship and good governance, wash, etc.) for helping into the strategic reflection and feed learnings
- At institutional level the reports contents are used for accountability purposes.

Acknowledging that there is a need to strengthened the practice related to MEAL at programme level, a follow up system for analyzing the progress in the implementation of the MEAL system has been put in place in 2010 by the Head quarter. This is a helpful tool for ensuring that investment and support is better targeted currently 52 programs and humanitarian responses MEAL systems are being assessed.

Another important exercise carried out in Intermon Oxfam are the synthesis of evaluations, these are done every two years and are build on evaluations available from the country programs. In general terms we could say that these synthesis are sectorial (humanitarian action, livelihood, gender justice) and try to compile information around results and changes achieved, good practices identified and the quality of the evaluations conducted.

Intermon Oxfam is trying to promote joint evaluation. One good example has been the multi country (Guatemala, Morocco and Colombia) joint evaluation of the violence against women (VAW) programmes, that identified good practices around

- *Work for demanding rights for women victims*
- *From the "dialogue committees" between professionals and women (Guatemala)*:
- *On monitoring legislation and public policies*
- *Advocacy for providing assistance to VAW victims*

Finally, the assessment includes a series of recommendations aimed at feeding IO strategies in relation to VAW programmes, among the most important ones:

- Contribute to stress the importance of **rigor, specialization, and gender and human right focus** in the work on violence against women, especially in attention to victims.
- Encourage **complementarities among the partners**, regarding their backgrounds and expertise, balancing leaderships and supporting synergies (training, advocacy, attention). This includes a previous thinking on the objectives and tools for supporting women's social movements.
- Design, plan and execute the strategies of the Women's Rights Program (violence against women), with a focus on **sustainability**.
- Put an emphasis on building **channels** that will enable an effective **participation** of beneficiaries, both in the identification of priorities within the Program, and in the MEL actions.

In relation to fair trade, monitoring is usually considered as being the process of certifying or demonstrating the compliance with Fair Trade standards by producers' groups. This process usually has two focal points: products and organisations.

At Intermón Oxfam we have a broader view of monitoring. Not only do we want to be sure of the compliance with Fair Trade standards by the producers' groups with which we associate, but we also want to know about their organisation, their context, their production processes (value chain), their other links to Fair Trade and all the details of their relationship with Intermón Oxfam. Therefore, on the basis of this encompassing viewpoint, we will be more certain about the ability of our purchases to translate into more development opportunities for artisans, workers and farmers; they will be able to demonstrate this to us and, in turn, we will be able to demonstrate it to our clients.

We can therefore distinguish two types of information: a) information that is internal to the groups and that is provided by the following sources of information: EFTA social evaluations, FLO certification reports, FLO self-assessments, information from trips, charters for the compliance with a certain type of relationship on the part of the producer groups, etc; b) Information by Intermón Oxfam on each producer group based on: producer group files, the analysis of the chain of value, the organisational diagnosis, reports on the commercial success of each purchase and reports on the quality of the shipments.

The ultimate goal of this is to have satisfactory information that ensures us that the organisations with which we are working are able to transform our purchases into development opportunities for the beneficiaries of their work and, at the same time, generating as much information as possible about them for all of Intermón Oxfam's stakeholders such as volunteers, employees, clients, joint-financier, allies and, of course, the producers' groups themselves.

Indicator 4:
NGO4 Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.

According to our **Social Responsibility Policy**, Intermón Oxfam wishes to publicly assume its role as holder of duty in the promotion and respect of the rights of individuals and communities. In these sense Intermón Oxfam promotes the principle of non-discrimination:
- We reject all types of discrimination for racial, sex, linguistic, religious, political, sexual, health (AIDS, handicaps, illnesses), or any other reasons. At IO we believe in people and in all that concerns their acknowledgement and respect. IO's wish for its team to made up by men and women without any discrimination for reasons of age, gender, sexual orientation, religion, language, ethnicity, nationality, social class, physical or mental health.
- We value, respect and promote diversity, and attempt to act in an impartial and non-discriminatory manner in all our activities. To this end, we dispose of policies that promote diversity, equality and gender equality, impartiality and non-discrimination in all our activities, whether internal or external.

According to this policy we **include gender and diversity approach from the early stage of program definition through to implementation and monitoring**. Mainstreaming gender into our program work is one of our institutional challenges and we are intending to increase resources and expertise towards this goal in the future months.

Specifically for gender we understand that the inclusion of the gender approach is an **integral part of our actions**, given that power relations exist between both sexes that generate inequalities that influence the enjoyment of people's rights. Gender equality assumes that the different behaviours, aspirations and needs of women and men are considered, valued and promoted in the same way. This does not mean that women and men should become the same, but that their rights, responsibilities and opportunities do not depend on if they were born a man or a woman

It is important that development programmes and humanitarian responses take gender inequalities in access to and control of resources and benefits, into account, as well as the gender inequalities in

participation and decision-making capacities. It must also attend to the specific needs of both sexes, the inequality of their social functions, their responsibilities and their identities.

We must know which factors influence gender relations and identify which gender relations are established in a given context, not only at the level of the household, but also those which are promoted by institutions such as the state, market, or society in general.

We must take into account the specific opportunities that an intervention is going to generate for women, and how women organise themselves in their spaces, both in formal and informal spaces. An Intermón Oxfam programme incorporates the gender approach in each and every one of its phases: strategic planning, formulation, implementation, monitoring and evaluation.

We have defined various tools that help us to incorporate the gender analysis into different phases of the programmes and projects cycle. We use the gender analysis in two different types of exercises:

- In the diagnosis phase of the programmes cycle. In the diagnosis with gender analysis, we need to have economic, social-economic and political analyses that present us with the political structures and reproduces the inequalities between women and men, and prevents the advance towards gender fairness and equality. The gender analysis assessment helps us to orientate our intervention strategies in a certain country. Some of the elements of analysis that are to be included are: normative framework of the country, information broken down by gender in several sectors (job market, income, healthcare, education, agriculture, etc), prevalence of violence against women, etc.
- In the interventions at community level, to identify the problems and needs of women and men in order to advance towards gender equality and fairness.

A part from that generic work already available in the IO program management cycle manual (see above), covering some methodological recommendations for ensuring that the gender approach is considered from the diagnosis to other exercises like evaluations, during the period covered by this report the following **interested practical advances** can be reported:

- **To incorporate the gender perspective in other IO programmes**. Even if the gender mainstreaming in other programs (not gender justice stand alone) was not the focus of the period we have made advances in actions: for example, a process was launched in West Africa where we carry out 4 gender audits in our offices. This work leads to gender action plans that will be carried out in a two years period 2011-13. We have developed the Gender manual for humanitarian action. We have also analyzed the intra household work roles and profiles in livelihoods programmes, taking as an example the practices of our programmes in Burundi
- **Gender mainstreaming in Programme Cycle Manual** (PCM). Some key documents related to the program cycle management have been engendered to ensure availability of practical key recommendations. We have also made available in the PCM manual: the Reference Framework, Best Practices in Agriculture and Gender, Gender-HA Manual, among others.

Related to **fair trade**, one of the criteria concerns to the commitment to gender equality, non discrimination and freedom of association. Following this principle, *traditional fair trade coffee* guarantees that women are not discriminated against in its production and sales. As an example of our compromise to the gender approach, at Intermón Oxfam we have decided to go one step further and on the Spanish market we have launched the first fair trade coffee produced by Nicaraguan women who own the land that they work on. The *Tierra Madre* (Mother Earth) coffee, of the Arabica variety, is grown by the women of the *Aldea Global* (Global Village) cooperative in Nicaragua. By insisting that the women should have the deeds of ownership to their plots, we are promoting the change in land ownership; which is usually in the name of the menfolk. As well as being a right, land ownership gives the possibility of having access to aid and credits upon which the development of agricultural work depends greatly.

As well as receiving a fair price for their production and the so-called social bonus (a supplementary ten US cents per pound of coffee – 0.45 kg – for social projects), these coffee-growing women will receive a **gender benefit** that will be provided by the *Aldea Global* cooperative's gender programme. In other words, it pays – amongst other things – registry changes for the estates, so that they are in the names of the producing women and also finances women's rights awareness activities aimed at men and women.

The project's general objective is to encourage the empowerment of women in the Nicaraguan rural environment in terms of the control of their livelihoods. See the web sites http://www.intermonoxfam.org/es/que-hacemos/comercio-justo/productos/cafe-tierra-madre and http://www.fairtrade-advocacy.org/index.php?option=com_content&view=article&id=364:fair-trade-coffee-with-a-gender-dimension-&catid=84:publications-and-resources&Itemid=163

Indicator 5:
NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. Identify how the organization ensures consistency, fairness and accuracy.

Process to formulate, communicate and implement advocacy positions and public awareness campaigns
Public policy development and lobbying ("campaigning" in Oxfam terminology) are an essential part of Intermon Oxfam's mandate and essential part of our core program activities.

Our public awareness and advocacy positions are built on a combination of evidence-based research from our country programs, desk research from our headquarters, poll data, learnings from previous campaign evaluations etc. We have developed a campaigns manual comprising different tools for building a campaign, including risk analysis methodology, evaluation etc. We are in the process of revising the manual and adapting it to our campaigns in Southern countries.

For every campaign we set up a campaign team formed by people with responsibility over the different functions and lead by a senior campaign manager who reports to the Campaigns Management Team. That is a permanent team with regular meetings, and procedures are established for making sure that consistency is maintained during implementation of the campaign. All campaign plans contain evidence-based indicators of success, which are reviewed by the team and reported at least twice a year.

We have carried out some external evaluations –when resources allow. An evaluation of the Control Arms campaign has been published in the form of a book by the Intermón Oxfam editorial. For our Youth program a baseline for measuring results was established in 2008 and we will evaluate the program in mid 2011.

We have an internal sign off procedure for all policy positions and publications, complementary with the sign off procedure at the Oxfam International level. Every publication has approved terms of reference from its inception, including the appointment of a commissioning manager responsible for overseeing the process and the quality of that publication.

Our advocacy positions and campaign reports are published in our website (www.IntermonOxfam.org) and a clear email address is provided for any person to provide any feedback or comments. We also elaborate and communicate widely a video on our public awareness work every year, available on our website.

Process for corrective adjustment of advocacy positions and public awareness campaigns
Intermón Oxfam follows the procedure established by Oxfam international, as largely our policy positions and campaigns are established and decided at Oxfam International level. For national policy issues or campaigns, our Policy teams or external actors raise concerns, we consult internally and externally as needed, and reformulate the policy that is then approved by the respective policy lead and advocacy director. Adjustments to campaigns are made more regularly and organically through the permanent campaigns management team, where progress is regularly assessed, changes in the context analysed and corrections proposed and agreed. Where a significant or sensitive course of direction is implied, the campaign lead raises this with the Campaigns and Policy Director in Intermón Oxfam for approval, who in turn may take it to the Intermón Oxfam Board of Directors if necessary because the shift implied is fundamental and raises communication, reputation or other risks.

Process for exiting a campaign

We have asserted principles that exiting a campaign should be preceded by: clarity of timeline for achievement of objectives, an exit strategy built into original plan, clear communication of this, advance notice to partners and allies and a clear plan for campaign sustainability (i.e., ensuring Oxfam's absence does not permanently damage the campaign because Oxfam is supporting others to carry forward the next stage). In the past few years we have exited two campaigns: the Spanish section of the Global Campaign from Education and the Spanish Clean Clothes Campaign. In both cases we applied the abovementioned principles and have successfully exited without damaging neither the campaign nor our relationship with our partners.

However, the principles have not yet been mapped into a systematic process.

Indicator 6:
NGO6 Processes to take into account and coordinate with the activities of other actors.
How do you ensure that your organization is not duplicating efforts?

Working with others is also one of the principles underpinning our program and campaign strategies. By others we mean many different actors: other NGOs, local organizations, but also the public, the private sector, Academia etc. Processes of social and political change are complex, which means that to influence them; multiple strategies are required; from advocacy, mobilization, or raising awareness about rights, to cultural change. No single organisation can carry out a complete strategy. This leads us to work in partnership and to establish alliances with other organisations to achieve a greater impact collectively.

As members of Oxfam, we work in close collaboration with the other 13 affiliates of the international confederation. In November 2008 Oxfam International agreed to work through a deep coordination: it is the Single Management Structure Project. All member of Oxfam International believe that joining our work under a single strategy and management structure in each country will result in a greater impact, ie contribute best to create a more just world without poverty.

Convinced that, by adding our efforts to other organisations, we will respond better in the face of poverty and injustice, we also form part of many other alliances. Therefore, we are founding members of the Coordinator for Spanish Development Non Governmental Organisation (CONGDE), the main forum for agenda-setting, coordination and learning within development NGOs in Spain, and we participate in the NGO coordinating committees of the 17 autonomous regions of Spain. Regularly we attend the Assemblies of these platforms and actively participate, as members of the Board and in the various working committees that are created. We belong to EURODAD (European Network on Debt and Development), FECEMD (Spanish Federation of E-Commerce and Direct Marketing) and FETS (Ethical Finance and Solidarity).

In the campaigning area, we actively promote and contribute to several alliances with other NGOs in Spain (such as the Control Arms Alliance –together with Amnesty and Greenpeace Spain, or the "Climate Coalition" –a big coalition that brings together development and environmental NGOs, trade unions, consumer associations etc. (www.coalicionclima.org) with whom we have carried out different activities including participation in global days of action.

In the area of fair trade, we are part of the National Fair Trade Coordination Committee, the European Free Trade Association (EFTA), World Fair Trade Organizations (WFTO) and Fair Trade Labelling Organization (FLO) in Spain. Moreover, since 1995 we have been an advisory body of the United Nations Economic and Social Council.

Also in countries where we work, Intermon Oxfam is part of the sectorial groups organized by the ministries or by UN organizations (WASH sector, sector FoodSecurity, Mesa Agraria in Ecuador, international NGOs Coordinators in nearly all countries where we are present).

Some concrete examples related to programmes and fair trade to illustrate that the coordination with other actors aimed at not duplicating efforts and at the same time to reinforce message and improve results:

Humanitarian Action

After the earthquake in Haiti the coordination system (cluster) from UN was established with irregular performance levels. Taking into consideration the scale of the disaster and the logistical challenges local clusters (or baby clusters) were set up in order to improve communication and coordination among NGOs responding to the crises, especially these structures were set up in rural areas. In Petit goave Intermon Oxfam supported the WASH cluster for quite a long period of time until the arrival of the UN representative to continue with the coordination.

Livelihood program

West Africa: The regional campaign team has worked on the regional agricultural policies (ECOWAP), participating in multi-actor meetings for defining the investment plan and supporting the partners to understand and participate. A study on donor coordination has been carried out in three countries to illustrate the need for changes in practices and advocacy, it has been
coordinated from the campaign department and from the region so that Spain strengthens it's role of coordinating partners in agriculture at regional level. They have been developed for this point; lobby notes and a text for the reality of the help

Gender justice

IO **Colombia** drives the strengthening of the political actions of partners, through meetings with the Women Partners Committee, an autonomous meeting space that encourages debate and proposal building. They also call together other meetings for strategic discussion and promote spaces for coordination and learning between partners, such as the *Popular Women's Committee: coordinating resistance from local to global*. This space has help to consolidate a democratic and participative dynamic for decision making, as well as the monitoring of programme actions. This collective process has helped us to share relevant lessons, especially those relating to context analysis and problems surrounding sexual violence in Colombia.

Fair trade:

The best example of learning by means of the participation in fair trade networks is shown by EFTA.

- Managers' meeting: the managers of ten organisations share their views and unite their positions on general issues such as FLO or WFTO. In practice, this is a lobby group of Fair Trade importers that generates great stability within large networks such as the two aforementioned ones.
- Monitoring group: this is in charge of maintaining the monitoring system.
- Producers' support: Its aim is to organise and share the efforts to be made for the support of the producers' groups. In this forum, for example, Intermón Oxfam provides he organisational diagnoses of producers' groups (see NGO3 marker) and others have provided very powerful projects such as the one in support of the creation of ACPCU in Uganda.
- PPC Handicrafts: unites all the persons in charge of handicrafts purchases. The main purpose is to share designs and design projects. It also addresses specific difficulties with producers' groups that are shared by the members.
- PPC Foods: this is one of the most useful groups because it is the forum in which product exchanges are negotiated and debated. It represents a large scaled economy and a great facility because it makes the most of each element's expertise.

Economic

Indicator 7:
NGO7 Resource allocation.

Governance. Intermón Oxfam has an appropriate and formal governance structure with clear roles and responsibilities defined for the Trustees and the Trustees Audit and Economic Commission. Intermon Oxfam's governance rules are defined in the Board Governance Code approved in July 2010 and in it's Statute of 2008 , both documents are set according to Spanish legal framework The Board of Trustees and the Trustees Audit and Economic Commission review, challenge and approve key documents

involved in setting the "tone at the top" e.g., accountability policy, corporate social responsibility policy and code of conduct.

Management has clearly defined policies and standards for analysing the risks and benefits of a current or potential initiative, project, product, acquisition or major transaction. The output of this analysis is reviewed and constructively challenged by the Trustees or an appropriate level of management (with prior delegated authority).

Planning and budgeting. At a strategic level, we make sensible long-term choices about goal-setting and resource allocation and it is documented in our Strategic Plan 2007-2017. A planning process exists that examines current objectives and establishes new objectives when necessary. The process ensures:

- Alignment of the current strategies of the organization to the institutional-wide objectives;

- Cascade of the objective setting process throughout the organization - each layer of management align their personal and team goals to those of the entity as a whole.

There is a formalised budgeting process for distributing funds and resources among intervention programs that are competing for the same budget. We constantly monitor and evaluate our activities to ensure that are financially sound, efficient and effective.

The plan is reflected in our annual budgets, which are reviewed by the trustees Audit and Economic Commission and approved by the Board of Trustees.

Key management information is reported on a quarterly basis to the Board of Trustees

Risk Management. A clear policy is in place and communicated to all executives and management regarding risk management. Risks are assigned to owners who are expected to monitor and manage the risk and to report issues arising to the Board on a regular basis. Policies and procedures cover each major activity and risk area.

Financial Standards. The Oxfam Financial Standards provide minimum standards that Intermón Oxfam has into account to ensure adequate internal processes of financial controls. A system of peer reviews and subsequent actions plans are developed to ensure compliance and improvement of these standards.

Accounting policies and principles. A set of financial and operating principles set out on pages 3-12 of the 2011 statutory accounts applied to Intermón Oxfam. All transactions are recorded in SAP (our ERP system) that tracks of our accounting records.

Intermón Oxfam maintains a set of policies governing the authorisation of expenditure, including authorisation limits for procuring goods and services, as well as policies on allowance expenses- these policies applied to all jurisdictions where we operates, and are made available to all staff through our intranet.

In addition, all International Cooperation department staff are required to follow internal mandatory procedures (GUIO-Offices manual), which includes detailed sections on financial procedures and our Donor Contract management. These are supported by GESPRO, the Intermón Oxfam Programme system.

External audits The Intermón Oxfam's annual accounts and resource management are overseen by our external auditor, Alcain y Riba auditores SLP, which draw up an annual report for the Trustees and conduct an external, independent audit of the annual accounts. As part of its activities, the following documents are produced:

- an annual report on the activities financed from the general budget, detailing its observations on the annual accounts and underlying transactions;

- an opinion, based on its audits and given in the annual report in the form of a statement of assurance, on (i) the reliability of the accounts and (ii) the legality and regularity of the underlying transactions involving both revenue collected and payments to final beneficiaries;

- special reports giving the findings of audits covering specific areas of management.

In addition to our statutory report, Intermón Oxfam produces an institutional report with details of resource allocation to our main programmes and core activities (achievements, advances and challenges). This

report is mainly addressed to key stakeholders as part of our transparency and accountability good practices.

We do also have specific programmes overseen by external auditors due to back donors' specific requirements.

Internal audit. The risk assessment process supports the internal audit plan that it is approved by Trustees through the Trustees Audit and Economic Commission. This Commission specifically reviews the internal audit plan and the performance of this function.

Regular meetings are held between the Internal Audit functions and the Trustees Audit and Economic Commission at least every key reporting date and when necessary to discuss significant control weaknesses identified by the internal or external auditors.

The Trustees Audit and Economic Commission review the scope of activities of the internal and external auditors and issues arising from the review are followed up and appropriate remediation action taken.

Calculation of programme expenses / overheads – What standard do we use for tracking and allocation of resources?

Oxfam has developed a common reporting system for the confederation (Consol), which contains the common norms, standards and objects in ledgers that each affiliate need to comply.

CONSOL is the agreed standard and the aligned reporting architecture that enables us to speak a common language, compare our information across affiliates and ultimately provide support for management to take informed decisions for Oxfam Confederations future.

Intermon Oxfam adopted CONSOL standards in FY 2008-2009

CONSOL scope includes chart of accounts structure and cost classification breakdown for functional, strategic and geographical dimensions to enable us to track programme expense in a consistent manner.

Indicator 8:
NGO8 Sources of funding by category and five largest donors and monetary value of their contribution.

In the fiscal year 10-11 (1st April 2010 to 31st March 2011) our income was 79.758 € 000, consisting of:
- Sales: corresponding to sales from fair trade shops and publishing.
- Donations corresponding to members, donors and public and private sponsors
- Public and private subsidies received apply as income at the time of the corresponding programmes' execution.

PRIVATE INCOME	**52.482**
Members and donors	34.840
Emergency donors	833
Fair trade sales, publishing	6.108
Inheritance and legacies	2.121
Contributions from other Oxfam organizations:	7.573
Other income	1.007
PUBLIC INCOME	**27.276**
Spanish Government	6.132
European Union	9.285
Autonomous and local administrations	10.570
International cooperation agencies	1.289
TOTAL INCOME	**79.758**

(in €000)

As it has been explained in the 3.7 indicator, these data is not comparable to the previous fiscal year (2009-10).

Top 5 public subsidies of restricted income per source (approval criteria, non execution criteria) (in €000):

EuropAid Office de Coopération: 9.627
Spanish government: 6.706
Generalitat de Catalunya   1.970
Basic Services Fund for Southern Sudan: 1.499
Junta de comunidades Castilla La Mancha: 1.126

Top 5 private subsidies of restricted income per source (approval criteria, non execution criteria) (in €000):

Oxfam America: 1.715
Oxfam Novib: 1.450
Oxfam Austarlia: 1.431
Fundacio La Caixa: 1.406
Oxfam Hong Kong: 1.262

Indicator 9:
EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.
Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.

According to our expatriate and mission staff policy, Intermón Oxfam's objective is to always count with the professional team most adapted to the profile that is required to achieve the goals that we have set out for ourselves as an organization. However, in compliance with our principles and values and due to the fact that we work mainly through partners in Southern countries, insofar as the quality of the work can be guaranteed we will always try to hire local staff rather than expatriates.

The following criteria will have to be met in order for a position to be defined as an expatriate position in IO:
- It is impossible to recruit a local worker because people with the technical specialization or profile required for the job cannot be found in the mission country. During his/her stay and to the extent possible, the expatriate will train a local person.
- For safety reasons, it is preferable that the position is held by an expatriate.
- Due to the country context and to IO's position in terms of political representation, it is preferable that an expatriate holds the post.

The table shows the percentage of local and expatriate staff per category.

Humanitarian Aid	Senior level		Humanitarian Aid	Under senior level	
	NO OCDE	OCDE		NO OCDE	OCDE
CAMEXCA	27,27%	72,73%	CAMEXCA	96,54%	3,46%
SAM	100,00%	0,00%	SAM	98%	2%
HECA	22,22%	77,78%	HECA	95,31%	4,69%
WAM	42,86%	57,14%	WAM	99,19%	0,81%
Sede	5,88%	94,12%	Sede	0,00%	100,00%

Development	NO OCDE	OCDE	Development	NO OCDE	OCDE
CAMEXCA	85,71%	14,29%	CAMEXCA	97,06%	2,94%
SAM	88,24%	11,76%	SAM	96,30%	3,70%
HECA	85,71%	14,29%	HECA	97,62%	2,38%
WAM	78,57%	21,43%	WAM	100,00%	0,00%
Sede	0,00%	100,00%	Sede	4,35%	95,65%

Senior level is considered from Programme Manager category

There are certain differences in relation to activity: in emergencies situations the main objective is to hire the most adopted person to the profile in the minimun time. In this sense, the Haití impact is quite clear.

Environmental

Indicator 10:
EN16 Total direct and indirect greenhouse gas emissions by weight.
As a minimum, report on indirect greenhouse gas emissions related to buying gas, electricity or steam. You may also report on business travel related greenhouse gas emissions.

Intermon Oxfam´s Carbon Footprint from April 2010 to March 2011 has been obtained from the information gathered in Spain by different systems and procedures and those essentially give the following results:

- ✓ Total emissions: **1,503,233 kg of CO_2 eq.** (homogenous unit that envisages the total amount of greenhouse gases – gg).
    - ✓ 1,426,457 kg of CO_2 eq. (94.90%) correspond to travel
    - ✓ 73,667 kg of CO_2 eq. (4.90%) correspond to electricity consumption
    - ✓ 3,109 kg of CO_2 eq. (0.21%) are linked to the consumption of domestic fuels for hot water and heating purposes.
- ✓ By surface area and per person, the total annual carbon footprint is of **123 kg of CO_2 eq. per square metre** of premises and of **1,839 kg of CO_2 eq. per member of the Spanish operations team**.
- ✓ Details of the travel-related carbon footprint:
    - ✓ By 'plane: **1,402,129 kg of Co_2 eq. (1,873 kg CO_2 eq. per trip)**.
    - ✓ By train: **2,134 kg of CO_2 eq. (1.32 kg CO_2 eq. per trip)**.
    - ✓ By private vehicle: **22,194 kg of CO_2 eq.**

Intermón Oxfam follows the Oxfam International Standards for calculation:

Status Approved by the Executive Directors of Oxfam International:

- The approach of Oxfam International to calculate the emissions of each affiliate should be very pragmatic and aim to accommodate everyone.
- Within OI, some affiliates have quite sophisticated systems for carbon reporting; some less so, some have none. Rather than replacing individual systems, the paper and templates prepared by OI is about establishing a common format into which the affiliate results can be consolidated and reported for the Confederation as a whole.
- In proposing where to set the organisational boundaries, OI have kept these tight in pursuit of consistency across the confederation. For that reason, carbon arising from travel to work, for example, has not been included in the minimum reporting requirement. However the approach also provides for individual affiliates to track other emissions and report these locally.
- In time OI would expect us to make our approach more rigorous, for example incorporating carbon offsets if we feel that may be appropriate.

Organisational Boundaries:

- OI Confederation will use the operational control approach to account for emissions, from all offices, shops and other premises in its home countries.
- The inclusion of overseas offices will, initially, be optional.
- There will be no accounting for emissions from partner organisations.

Operational Boundaries:

- OI Confederation will report the largest sources of emissions with the simplest data collection;
- Direct Emissions - Fuel use (vehicles, generators, boilers and other end-use equipment)
- Indirect Emissions - Purchased electricity & Air Travel
- (The operational boundaries have been kept tight to ensure consistency over the confederation. Individual affiliates are free to track other emissions and report these locally as required)

Data Collection System:

- OI Confederation will use a version of OGB's Carbon Data Collection System, tailored to the requirements of the Confederation.
- The base year will be April 2010-March 2011. Thereafter, data will be collected for the OI Confederation's financial year, April –March.

Indicator 11:
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.
What are you doing to reduce and how much have you reduced?

After having calculated our greenhouse gas emissions from April 2009 to March 2010, in Intermon Oxfam we defined a three years Environmental Action Plan which would enable us to reduce 3% of our emissions during the fiscal year 2010-2011, 5% during the 2011-12 and 15% during the 2012-13. The main lines of this action plan are the following:

– We will establish guidelines and protocols based on social and environmental criteria to measure and control the workers' mileage and travels, electricity rates recruitment or fuel supplies, as well as office supplies, materials, goods and services purchases.

– We will define management guidelines and protocols that involve workers/volunteers in the Carbon Foot Print project implementation and improve their environmental attitude (defining appropriate thermostat air conditioning limits, turning off appliances rather than leaving them on standby, etc.)

– We will centralize in a single department the management of contracts with electricity and gas companies' delivery condition, to get cheaper service costs due to the increased bargaining power.

– When renting or purchasing new vehicles or buying an airplane ticket we will take into account energy efficiency and sustainability criteria.

– Current electric power contracts with more than 10 kW power (22% of total properties) may recruit 100% renewable energy.

– For both offices and shops, we will replace progressively conventional lamps for energy-saving lamps (LED or fluorescent electronic ballasts).

In March 2010 in Intermon Oxfam we implemented for first time a carbon footprint evaluation system following the OI guidelines and standards. The first carbon footprint audit we have implemented was the one that measured our emissions from April 2009 to March 2010.

During the 2010 -2011 financial year we carried out the second carbon footprint audit, which measured our emissions in the 2010-'11 financial year (from April 2010 to March 2011). Below we display the table comparing IO's emissions during 2010-'11 and 2009-'10:

Comparison		kg CO2 eq. data 09/10 – factors	kg CO2 eq. data 10/11 – factors 10/11	Variation
Private vehicle		11.043	22.194	101%
Train		2.472	2.134	-14%
Aeroplane		903.938	1.402.129	55%
	Domestic	72.260	73.175	1%
	EU	144.723	60.380	-58%
	International	686.956	1.074.461	56%
	Haití	0	194.114	
Total travel		917.453	1.426.457	55%
Electricity		172.031	73.667	-57%
Gas		61.193	3.109	-95%
Domestic total		233.224	76.777	-67%
Total		1.150.677	1.503.234	31%

Application of 2009-'10 IO emissions   Application of 2010-'11 OI emissions

Although we have been implementing the aforementioned emission reductions plan, one can observe a very significant and harmful global increase in the volume of CO_2 emissions for '10-'11 in comparison with the previous financial year, which means that the goal of a 3% reduction was not achieved. This is due to:

a) A greater amount of documentation available in some of the evaluated sections, which enabled greater information about the organisation's consumption in comparison to the previous financial year. Warnings about this possibility had already been made in the 2009-'10 IO carbon footprint project report.

b) Scientific research results in the constant rectification of emissions factors, increasing their level of rigorousness. Even thought the previous illustration compares the results obtained from the estimations of emissions produced by IO's activities during the 2010-'11 financial year, the emissions factors have been updated according to Oxfam International's directives; some parameters present considerable differences that entail higher or lower emissions for a given activity. Indeed, one can observe that emissions factors have increased in travel-related issues but that they have reduced for electricity and natural gas. If during '10-'11 the same emissions factors had been used as for '09-2010, the total increase of emissions would be lower.

c) Travel (94.90% of IO's carbon footprint for '10-'11, an increase of 55% compared to '09-'10 – more specifically an increase of 55% in air travel):

   – The highest percentage of emissions at IO correspond to air travel and more specifically to international travel, which is linked to a characteristic that is inherent to the development of IO's activities. With regard to the previous financial year, there has been a significant rise in the amount of air travel (67.04%), as well as a greater amount of international travel, which entails greater CO_2 emissions.

   – The significant increase of air travel in '10-'11 is basically a consequence of the following situational circumstances: the launching of a global project called Single Management Structure, a "Global Meeting" (a meeting that the International Cooperation Department periodically organises in order to bring together IO's Country Managers in Barcelona and that did not take place in the previous financial year) and the activities undertaken after the earthquake in Haiti of 2010 (13.84% of air travel corresponds to Haiti).

In view of this situation, in November 2011 the Management Council approved an update of the measures for the reduction of CO_2, amongst which one can highlight proposals made by Oxfam International:

   – "Each affiliate to have a director to taking responsibility for carbon management and reporting to their governance board,
   – Each affiliate to have as a minimum its own corporate policy on carbon management that sets out consumption targets, reporting mechanisms and activity management structures,
   – Affiliates to provide sufficient resources to allow for consistent carbon data capture and reporting.
   – Affiliates to provide sufficient resources to allow for the co-ordination/management of carbon management initiatives.
   – Affiliates to review their carbon management targets and make clear commitments to the confederation on these targets.
   – Targets for the OI confederation should only be agreed after each affiliate has confirmed their own set of targets".

Labor

Indicator 12:
LA1 Total workforce, including volunteers, by type, contract, and region.

Our total workforce (31st March 2011) are 3.310 people (including employees and volunteers): 1946 volunteers, 864 staff in local offices, 401 staff in Spain and 99 expatriates.(see employees by gender category in indicator LA13)

1.- The following table shows the workforce by contract and time:

Type of contract		Full/part time		
		Full time	Part time	Total
Temporary contract	Staff	859	14	873
	Volunteers		1946	1946
Total temporary contract		**859**	**1960**	**2819**
Regular	Staff	440	51	491
Total regular		**440**	**51**	**491**
Total		**1299**	**2011**	**3310**

The total staff is 1.364 employees and 1.946 volunteers.

Activity	Type of contract		Time		
			Full-time	Part-time	Grand total
Humanitarian Aid	Temporary	Spain	4		4
		Expat	76		76
		Local offices	659		659
	Regular	Spain	13	2	15
		Expat	1		1
		Local offices	38		38

Activity	Type of contract		Time		
Development	Temporary	Spain	16		16
		Expat	17		17
		Local offices	64		64
		Volunteers		10	10
	Regular	Spain	59	2	61
		Expat	5		5
		Local offices	103		103

Activity	Type of contract		Time		
Main offices in Spain (except Humanitarian Aid and development)	Temporary	Spain	23	14	37
		Volunteers		1.936	1.936
	Regular	Spain	221	47	268
			244	1.997	2.241

Volunteers		**0**	**1.946**	**1.946**

Temporary employees		**859**	**14**	**873**
Humanitarian Aid		739	0	739
Development		97	0	97
Spain (except Humanitarian Aid and development)		23	14	37

Regular employees		**440**	**51**	**491**
Humanitarian Aid		52	2	54
Development		167	2	169
Spain (except Humanitarian Aid and development)		221	47	268

Grand total employees (not including volunteers)		**1.299**	**65**	**1.364**

Most employment contracts are full time. By type of contract, temporary work focuses on humanitarian action.

2.- Staff figures by international regions (1st of April 2010):

International Cooperation Department

	Grand total
Staff in Barcelona	**110**
Volunteers in Barcelona	**10**
Staff in local offices	**949**
CAMEXCA (Central America, Caribbean and Mexico)	373
HECA (Horn, East and Central Africa)	195
SAM (South America)	86
WAM (West Africa and Magrib)	295

This table includes only staff from the International Cooperation Departament. Figures can vary depending on the large emergency responses).

3.- Volunteers:
There are 1.986 volunteers, the vast majority of them (1.842) are in the headquarters and comitees in Spain, and the others in Barcelona main office.
The approximate average time commitment of volunteering is about 8 hours per week. (Volunteer law requires that a volunteer does not replace a job). We believe that to enforce the law, the dedication has to be less than 15 hours per week.

Main activities developed by volunteers

Administration and management	16,20%
Campaigns, awarness, education	21%
Fair trade	55%
Comunication	5%
Research and studies	1,90%
Translations	0,10%
Other	1,45%

Indicator 13:
LA10 Average hours of training per year per employee by employee category.

In the fiscal year 2010-11, there have been different types of training: technical (French, English, specific knowledge of the job), management (people management, planning, organization, emotional skills, change management), Microsoft office (excel), communication (negotiation, conflicts management, interpersonal communication), strategic (commitment with IO, achieving results) and generic skills (teamwork, time management).

For the moment we cannot provide quantitative data as the training human resources module of the new corporate computer system (SAP) has not been installed.

Indicator 14:
LA12 Percentage of employees receiving regular performance and career development reviews.

As an organization we have a performance management system for all employees. The performance management process is biennial and is divided into 3 phases: planning, monitoring and evaluation. Employees have three interviews with their managers in order to plan objectives, training and development and monitor and evaluate their performance.

In the fiscal year 2010-11, and because of the collective dismissal, the performance management process was interrupted and started again in June 2011.

Indicator 15:
LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

In September 2011 our **Board of Trustees** was composed by 13 people, 11 men (85%) and 2 women (15%), all of them Spanish people but none member of minority groups. There is an imbalance in relation to the gender equity criteria, accentuated by the recent departures of the governing body. With the filling of vacancies the Board of Trustess plans to improve the ratio.
The age brackets are:
Under 30: 0 trustee (0%)
30-50: 1 trustee (7,7%)
Over 50: 12 trustees (92,3%)

In the web site http://www.intermonoxfam.org/es/quienes-somos/organizacion you will find more information about each trustee.

In relation to the staff (employees and volunteers), we provide the composition disintegrated by gender and age:

1.- Gender and category:

	Women		Men		Grand total
Total satff in Spain	292	73%	109	27%	401
Total volunteers	1.522	78%	424	22%	1.946
Total local staff	200	23%	664	77%	864
Total Expatriates	42	42%	57	58%	99
Grand total	2.056	62%	1.254	38%	3.310

Satff (employees and volunteers) per category and gender:

	Women		Men		Grand total
Corporate Management Team	5	56%	4	44%	9
Management Team	21	55%	17	45%	38
Adminisrative employees	51	80%	13	20%	64
Technical employees	457	36%	796	64%	1.253
Volunteers	1522	78%	424	22%	1.946
Grand total	2.056	62%	1.254	38%	3.310

The feminization of the workforce in Spain is not reflected in the composition of Corporate Managemént Team and Management Team: regarding the organizational piramyd a loss of female talent is appreciated.

Specifically the situation in the International Cooperation Departament is:

International Cooperation Department

	Grand total	Women	Men
Staff in Barcelona	**110**	**73**	**37**
Volunteers in Barcelona	**10**	**8**	**2**
Staff in local offices	**949**	**235**	**714**
CAMEXCA (Central America, Caribbean and Mexico)	373	101	272
HECA (Horn, East and Central Africa)	195	51	144
SAM (South America)	86	38	48
WAM (West Africa and Magrib)	295	45	250

2.- Age and category:

Brankets of age	*Global IO (employees and volunteers)*	*Only employees*
<30	632	309
30-50	1695	968
>50	983	87

Average age per category and gender

	Women	Men	Grand total
Corporate Management Team	43,10	47,11	44,88
Management Team	43,49	41,56	42,63
Adminisrative employees	42,88	37,31	41,75
Technical employees	36,02	35,57	35,73
Volunteers	48,60	45,44	47,92
Grand total	45,60	39,04	43,12

3.- Minority groups:
In the 2010-11 period 7 disabled people were working in Intermón Oxfam: 1 expatriate and 6 in Spain offices.

Society

Indicator 16:
SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.
This indicator was designed to talk about the positive/negative side effects of what you do, not about your main purpose.

The effective participation of the affected populations is an essential principle of the work done by Intermon Oxfam. It is part of the commitment to the right based approach and to improve the situation of affected populations, of the respect with which they are treated and of their empowerment, as well as the legitimization and effectiveness of our humanitarian programmes.

Applying mechanisms for the participation of the affected population using participatory tools has two main advantages:

1. On one hand, when realistic and clear information is provided to the affected population about activities and their results, we are being **transparent**, and as a result

- we **avoid** creating **false expectations** about activities and their results;

- we **strengthen confidence in, and recognition** of IO amongst the affected population;

- this leads to significantly better acceptance of the organization,

- which, at the same time **contributes to the security of IO teams and accountability about IO actions** to affected populations (see MEL accountability principle)

2. On the other hand, the diffusion of monitoring information not only allows the participation of the affected population, but also their involvement and contribution to the project in terms of its development, activities and results. As a result, the project also benefits from a more global and enriched vision. The work also will have a greater impact.

The participation along the programme cycle management (as mentioned in previous indicators) is a practices defined by the IO methodological guidelines. This practice together with the complaints and feedback mechanisms helps to manage the effects.

Indicator 17:
SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.

Intermón Oxfam has recently defined an anti-corruption and fraud policy. It considers specifically a programme training plan as follows:

- The institution will provide the management team the tools and knowledge to raise awareness within our team on the potential that there may be cases of fraud and corruption, thereby developing a culture of awareness of these risks.
- Key people from staff will be trained on the statement of intent of this policy and on the guide that provides information, in general terms, the type of action that will take place or could take place.
- There will be refresher courses periodically, and whenever substantial changes carried out about this policy or procedures applicable to their duties and that relate to fraud and corruption.

Intermón Oxfam plans to carry out the training program during the 2011-12 fiscal year.

Product Responsibility

Indicator 18:
PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.

Intermón Oxfam is a member of the Spanish Association of fundraising and a signatory to its code of conduct. It aims to promote the development of philanthropy and fundraising in Spain and the dissemination of good practices of marketing and communication, applied to the management and fundraising for charitable causes, in all areas of that practice, either from nonprofit organizations and from private enterprise.

As a member of the CONGDE Intermón Oxfam has signed its code of conduct that includes criteria regarding communication and advertising (http://www.coordinadoraongd.org/uploads/descargas/Codigo_de_conducta_2008_1.pdf). Similarly, Intermón Oxfam complies with the principle of communication and fair view of the information provided by the Foundation.

GRI Application Level C

I hereby declare that to the best of my understanding this report fulfills the requirements for a GRI G3 Application Level C.
Name: Ana Sentís
Position: Director of the Social Responsability Department
Date: 2nd April 2012