



SOCIAL RESPONSIBILITY REPORT 2012



TABLE OF CONTENTS

1	Letter from the Executive Director.....	4
2	Governance and structure.....	6
2.1	Governance bodies.....	6
	▪ Background and changes in 2012.....	6
	▪ Good governance.....	6
2.2	Operational structure.....	8
3	Activities, principles and goals.....	10
3.1	Primary activities.....	10
3.2	Advocacy.....	12
3.3	Principles and codes.....	15
	▪ Ethical Code.....	15
	▪ Child Protection Policy.....	15
3.4	Accountability goals.....	16
4	Intervida in society: Our stakeholders.....	20
4.1	Stakeholder identification and engagement.....	20
	▪ Collaborators.....	23
	▪ Beneficiaries.....	24
	▪ Institutional relations and networking.....	24
4.2	Complaints and feedback mechanisms.....	25
	▪ Complaints and Feedback Policy.....	25
	▪ Code of Conduct for Working with Children.....	26
	▪ System for handling collaborator complaints and requests.....	27
5	International Development.....	28
5.1	Development strategies: Focus on children.....	28
5.2	Gender and diversity.....	29
5.3	Programs for evaluating impact.....	30
5.4	Systems for monitoring and evaluating projects.....	33
5.5	Coordination with other actors.....	35
6	Our team.....	37
6.1	Employees.....	37
	▪ Diversity.....	38
	▪ Health and safety.....	40
	▪ Professional development and training.....	40

6.2	Volunteers.....	42
▪	Participation.....	42
▪	Training.....	43
6.3	Internal communication, complaints and feedback.....	43
▪	Staff.....	43
▪	Volunteers.....	44
▪	Complaints and Feedback Policy.....	45
▪	Code of Conduct for Working with Children.....	45
7	Economic dimension.....	47
7.1	Resource allocation.....	47
7.2	Fundraising.....	50
7.3	Economic-financial control and anti-corruption mechanisms.....	51
8	Environmental dimension.....	53
8.1	Energy consumption.....	53
8.2	Paper consumption.....	53
8.3	Transport.....	54
▪	Business-related travel.....	54
▪	Commuter travel.....	54
▪	Transport of materials.....	55
8.4	Waste.....	55
8.5	Intervida's carbon footprint.....	56
8.6	Environmental initiatives.....	58
9	Report parameters.....	61
10	More about Intervida.....	63
11	GRI content index according to the GRI guide.....	64
12	INGO Accountability Charter principles in the Social Responsibility Report.....	68

1 LETTER FROM THE EXECUTIVE DIRECTOR (GRI 1.1)

We are pleased to present Intervida's 2012 Social Responsibility Report, prepared according to the Global Reporting Initiative's NGO Sector Supplement. This year's report, our second since becoming a member of the INGO Accountability Charter, incorporates changes in response to the feedback received from the Independent Review Panel on last year's report as we continue to strive to fully meet all of the Charter's requirements. We seek to use the INGO Accountability Charter as a tool for detecting areas for improvement and for tracking our progress; the process of drafting last year's report helped us to identify weaknesses within the organization and to take steps to address them. As set out in our founding principles, Intervida is deeply committed to promoting transparency, accountability and sustainability at all levels.

Events

In 2012 the key external challenge faced by the organization was the global economic crisis, which led us to prioritize efficiency in internal management procedures in order to guarantee the continuity and quality of our development projects. There is no doubt that the financial crisis will condition our work and our strategic priorities for the coming years, but it is also clear that in this context, Intervida's work in support of the most vulnerable populations, promoting social changes to tackle the causes of poverty, is more crucial than ever.

Internally, last year saw important, positive developments for the organization: in July, the Spanish High Court lifted the judicial measures that had overshadowed Intervida for the previous five years and appointed a new Board of Trustees. In January 2013, José Faura was appointed as Intervida's new Executive Director.

Achievements

In 2012 Intervida implemented 109 projects in 16 countries (11 countries through its own branches and 5 countries through partner organizations), benefiting more than 688,000 children and their families and communities. Our 2012 Annual Report, available on our website, gives an overview of our work in each country. In a major step towards improving the impact of our programs, we have initiated the important process of incorporating a child rights-based approach in the design of all of our projects. This is a change of perspective that will take time to fully digest, plan and implement in all the countries where we work, but we have now put the framework in place to work towards this goal over the next few years.

Over the past year Intervida has made important progress in demonstrating its commitment to accountability, implementing and updating internal policies which promote transparency and coherency at all levels, such as a Code of Conduct for Working with Children, Child Protection Policy, Ethical Code, Code of Good Governance and Travel Policy. We have also formalized our complaints handling and anti-corruption procedures.

With delegations in 13 countries, overcoming distance and managing diversity are ongoing challenges for Intervida. In 2012 we designed and launched a new intranet platform to facilitate internal communication and knowledge sharing between all of our delegations. We also began the analysis phase for implementing new ERP software that will allow us to integrate our information systems and thus improve efficiency and coordination across departments and countries. We have taken steps to homogenize working conditions and procedures between our headquarters and our country delegations, including creating two new human resources policies, the Protection Policy and the Expatriates Policy. And we have prioritized the environmental sustainability of the organization, amongst other things through the

implementation of our Travel Policy and the introduction of new video conferencing software to facilitate virtual meetings and reduce travel.

Challenges and targets

Alongside our success stories over the past year, we are also aware of our weak points. We are looking to develop new mechanisms to encourage collaborators' participation and feedback, and to ensure that their ideas are taken on board. At the same time, we need to gain knowledge of our support base in order to foster their loyalty and fully meet their expectations. We feel we can make better use of the information gathered through the production of this report and should make greater efforts to disseminate the finished report to all of our staff.

Looking forward, our priorities over the next few years include introducing a child rights-based approach across the entire organization, whilst ensuring the full implementation of our Child Protection Policy in all the countries where we are active. We need to work to ensure that our development projects are aligned with the areas of greatest need, and are working to improve the way we evaluate our impact on beneficiaries and local communities. Next year we enter the last year of our current strategic plan and, as such, will shortly be looking to revise our aims and objectives and to realign our organizational structure accordingly. As part of our new strategy, we will need to look at ways to diversify our funding in order to meet the current economic challenges we face.

Finally, we would like to reiterate our appreciation to our supporters. Thanks to their generosity and commitment, Intervida is able to continue to promote sustainable social change by improving the living conditions of vulnerable populations, especially children, and by acting upon the causes of poverty and inequality. We look forward to striving to meet new challenges as they arise and to continuing to strengthen our accountability.



José Faura
Executive Director

2 GOVERNANCE AND STRUCTURE

2.1 Governance bodies (GRI 4.1)

Intervida is legally constituted as a foundation whose governance body is the Board of Trustees. The Foundation's daily management is coordinated by the Executive Director with the support of the Executive Committee, which is formed by the directors of each division.

Background and changes in 2012 (GRI 2.9)

In June 2007, the public prosecutor's office of the Superior Court of Catalonia filed a suit against various individuals associated with Intervida. The accused were immediately removed from the organization and the organization's Board of Trustees was disbanded. Intervida appeared as plaintiff in the case.

The following month, the court ordered the legal intervention of Intervida and appointed three legal administrators as the governance body, granting them the authority to carry out the functions of both the organization's directorate and the Board of Trustees.

From this point up until July 2012, the Legal Administration directed Intervida, maintaining the development activities to ensure the full continuity of all of the field projects, ordering the preparation of accounting and functional audits, appointing new directors, and creating a new economic and financial control unit, among other measures. It is important to underline that at no time was our development work in the countries of intervention suspended or withdrawn.

In July 2012, the case against the accused was closed and the precautionary measures were lifted; in the same month, the *Protectorat de fundacions de la Generalitat de Catalunya* appointed a new Board of Trustees formed by three independent persons. In November 2012, the Board of Trustees agreed to increase its membership to five, with the intention of adding new members in the future. At the time of this report's publication, Intervida Board of Trustees was formed by:

- ▶ Julio Molinario Valls (President)
- ▶ José Faura Messa (Vice-president)
- ▶ Pere Galí Kelonen (member)
- ▶ Antoni Isac Aguilar (member)
- ▶ Juan Luis Gimeno Gómez-Lafuente (member)

In January 2013, the Board of Trustees appointed José Faura Messa as Intervida's Executive Director. It should be underlined that Spanish legislation allows for a member of the Board of Trustees to hold an executive position in a foundation without this representing any legal incompatibility.

Good governance (GRI 4.2, GRI 4.3, GRI 4.5, GRI 4.6, GRI 4.10)

The entry of the new Board of Trustees was accompanied by the renovation of Intervida's By-Laws and the creation of a [Code of Good Governance](#). Both documents are a matter of public record and can be viewed on Intervida's website. The **Code of Good Governance** is based on the By-Laws and aims to uphold and strengthen the principles upon which the Foundation is based, in order to improve transparency and to guarantee the ethical conduct of our governing bodies and their members.

As such, both the By-Laws and the Code of Good Governance serve as protection against any conflicts of interest which may affect the Board, and define the specific duties of board members with regards to those situations which may compromise their objectivity in managing the Foundation. Both documents also detail the Board's specific obligation to periodically review its own management and analyze its fulfillment of its responsibilities in the interest of improving its performance.

Likewise, Intervida's By-Laws regulate the appointment of board members, the duration of these appointments—which have been established as a 5-year period—and their renewal; they also stipulate that board members shall hold their office for free.

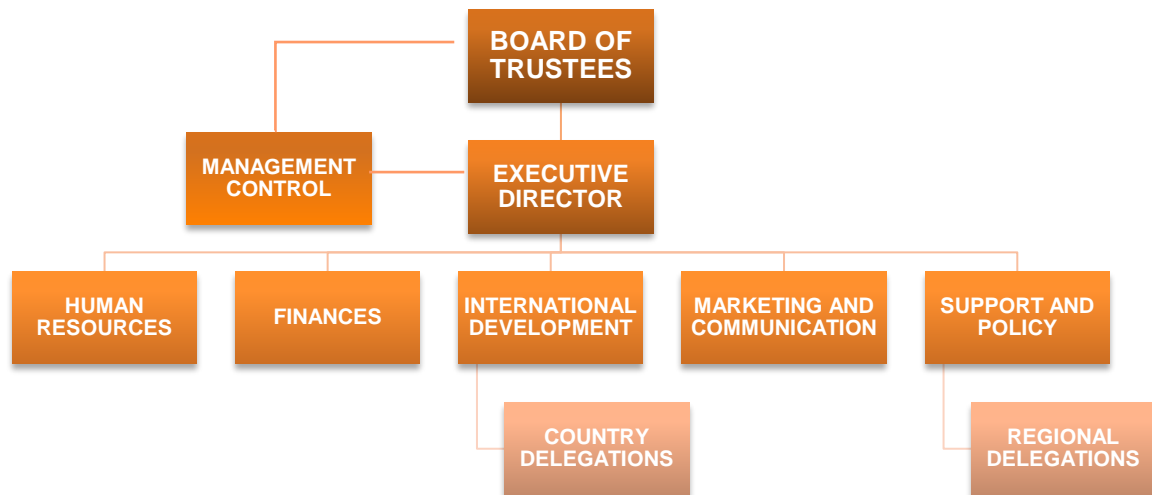
As for all employees, compensation of members of the Executive Committee is determined according to the established salary scales and is not related to the organization's performance. According to the By-Laws and Code of Good Governance, Intervida establishes the following **division of powers** between the directorate and the Board of Trustees:

The Board:	Executive Director:
Approves the annual budget and the budget settlement, supervises the management of the Foundation's patrimony and ensures the efficient management and proper allocation of resources.	Drafts and coordinates the execution of the Foundation's annual budget.
Supervises the Foundation's strategic guidelines and approves internal policies.	Defines the Foundation's annual objectives and coordinates the implementation of the activities defined in the annual plan.
Approves the planning of activities, ensures their fit with the foundational purposes and guarantees their proper development.	Meets with the Executive Committee to make decisions related to its operative management.
Supervises and supports the Executive Director; defines the Executive Director's functions and responsibilities, sets his/her objectives and assesses his/her performance on an annual basis.	Reports and is held accountable to the Board.

The Chairman of the Board does not hold an executive position.

2.2 Operational structure (GRI 2.3, GRI 2.5, GRI 2.9)

The chart below shows the structure of Intervida, which is organized into divisions:



Intervida's structure spans the organization both in Spain and in the program countries.

In Spain, in addition to its Head Office, Intervida also has several regional delegations. These **regional delegations** foster a closer relationship between the Foundation and its support base and facilitate our public awareness and development education activities.

In our program countries, Intervida has field delegations which carry out the development projects. These **country delegations** may be branches of the Foundation itself or associate entities with which the International Development Division coordinates to fund, plan, manage and monitor projects.

In the country delegations, Intervida works not only with its own teams but also with local partners. Likewise, we carry out projects in other countries directly through local partner organizations.

The following table summarizes Intervida's operational structure:

INTERVIDA'S OPERATIONAL STRUCTURE

Head Office	Barcelona
Regional Delegations	Regional Delegation in Andalusia
	Regional Delegation in Catalonia
	Regional Delegation in Galicia
	Regional Delegation in Madrid
	Regional Delegation in the Basque Country
	Regional Delegation in Valencia
Country Delegations	El Salvador
	Senegal
	Cambodia
	India
	Mali
	Philippines
	Bangladesh
	Bolivia
	Ecuador
	Nicaragua
	Peru
	Guatemala
	Burkina Faso

Intervida's operational structure has undergone several changes in 2012 and 2013. Early in 2013, the delegations in Bolivia, Ecuador, Nicaragua and Burkina Faso ceased to be associate organizations and became branches of the Foundation, although it should be noted that they were already functioning operationally as Intervida delegations in 2012¹.

¹ As indicated in section 9 *Report Parameters*, the changes to Intervida's structure have not led to significant changes in the report boundary, since these countries were already working operationally as Intervida delegations in 2012. The only country newly appearing in this year's report boundary is Guatemala.

3 ACTIVITIES, PRINCIPLES AND GOALS

3.1 Primary activities (GRI 2.2, GRI 2.8)

In accordance with its institutional mission, Intervida “acts locally with the communities to promote sustainable social change by improving the living conditions of vulnerable populations, especially children, and by acting upon the causes of poverty and inequality”. In pursuit of this mission, our primary activities are:

- ▶ International development projects which especially target children and prioritize education and health
- ▶ Awareness and development education activities
- ▶ Advocacy

Moreover, Intervida engages in a special social action program which seeks to guarantee equal opportunities, fight social exclusion and uphold child rights in Spain.

For more information on Intervida’s activities, please consult the Annual Activities Report and the information available on our [website](#).

International development projects

INTERNATIONAL DEVELOPMENT PROJECTS IN 2012, BY COUNTRY			
Continent	Country	Number of projects	Number of beneficiaries
America	El Salvador	8	114,750
	Bolivia	13	59,821
	Ecuador	3	23,973
	Nicaragua	3	38,771
	Peru	10	43,912
	Guatemala	7	173,267
Africa	Senegal	7	7,395
	Mali	6	36,703
	Burkina Faso	9	40,365
	Ghana* ²	1	5,520
	Togo*	1	18,449
	Benin*	5	22,802
Asia	Cambodia	6	8,631
	India	14	168,664
	Philippines	3	87,244
	Bangladesh	12	33,114
TOTAL		108	883,381

Source: International Development Division

² The development projects in Ghana, Togo and Benin are carried out through local partners; however, for 2013 the Foundation plans to open a regional office to coordinate the projects in these three countries.

INTERNATIONAL DEVELOPMENT PROJECTS IN 2012, BY SECTOR

Sector	Number of projects
Education	50
Education and Health	5
Health	21
Food Security	8
Child Rights	7
Economic Development	11
Community Participation	6
TOTAL	108

Source: International Development Division

TOTAL DIRECT BENEFICIARIES IN 2012

Children and young people	689,208
Adults	194,173
Schools	2,080
Neighborhoods and communities	1,434

Source: International Development Division

Development education and awareness

Intervida undertakes development education in the educational community with the aim of creating informed, critical, active and responsible citizens in favor of sustainable human development.

For this reason, Intervida promotes knowledge, respect and children's rights and responsibilities in the entire educational community through the *Convention on the Rights of the Child*.

Moreover, in keeping with our strategic priority, child rights education is incorporated on a cross-cutting and specific basis in the schools where we work.

Development education actions are carried out in all of Intervida's regional delegations in Spain.

The table below shows global data for the development education and awareness actions undertaken over the course of 2012.

DEVELOPMENT EDUCATION 2012

Centers	150
Activities	576
Total students	14,902
Total teachers	516

Source: Regional Delegations

AWARENESS CAMPAIGNS 2012

Exhibitions	Hunger 0	32 centers	897 days
	A Look at the South	11 centers	213 days
	Life is in the Water	4 centers	137 days
	Exploitative Child Labor	26 centers	614 days
	Child Rights	46 centers	953 days
	Education, Pathway to	24 centers	525 days

	the Future		
	23,400 visitors		
Events	40 events		
	31,600 people		

Source: Events Department

- ▶ [Say NO, then GO and TELL](#): In May 2012, Intervida and Fundación La Paz organized a professional meeting in Madrid to share and discuss new strategies for preventing the mistreatment and sexual abuse of children.
- ▶ [Social Change and Cooperation in the 21st Century](#): In 2012, Intervida and the University of Barcelona jointly organized the second edition of this course on international development within the framework of the UB's *International Summer School program*. The course aims to analyze the role of development cooperation with regards to approaches, policies and strategies, and to analyze the capacity of both old and new agents to drive social transformations which can improve people's living conditions and dignity.

Communication and support base

NUMBER OF COLLABORATORS IN 2012	110,292
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Source: Contact Center

ON-LINE PRESENCE IN 2012

Followers on Facebook	7,811
Followers on Twitter	11,377
Visits to the website	398.273

Source: Communication and Marketing Division

In May 2012, Intervida received **first prize** (GRI 2.10) in the Social Projects Contest organized by Spanish savings bank CAM (Caja de Ahorros del Mediterráneo) for one of its educational projects for primary school children.

Administrative data

EMPLOYEES AND VOLUNTEERS IN 2011

Employees around the world	1,177
Volunteers in Spain	105

Source: Human Resources and Volunteer Department

FINANCIAL RESOURCES (in thousands of euros)

Income	34,113
Total assets	118,999

Source: Finance Division

3.2 Advocacy (NGO5)

Together with its direct intervention programs, Intervida's advocacy actions constitute another strategy for provoking substantial and sustainable changes in the living conditions of children and young people (hereafter, children) and guaranteeing that their rights be upheld. Advocacy is

also the most adequate approach when policies are clearly the underlying cause of poverty or certain rights violations.

In line with the foundational mission, [Intervida's 2010-2014 Strategic Plan](#) contemplates actions aimed at modifying the causes of poverty and fostering a dialog with policy-makers; it is for this reason that we promote lobbying. And we do not do so from square one, since several countries have already deployed strategies and built synergies with other organizations to influence decision-making spheres which affect children.

On the other hand, we are in the midst of **implementing a child rights-based approach** which appeals to States, as duty-bearers, to respect and promote the fulfillment of all citizens' rights. The rights-based approach is inextricably tied to lobbying and modifying discriminatory and oppressive social structures. The concepts of obligation and responsibility are central to this approach. While the obligation to guarantee respect, protection and fulfillment of these rights lies primarily with the State, it essentially involves all social actors, from international institutions to individual family and community members.

Our **Advocacy Policy** is pending completion and approval in 2013. It aims to establish basic standard criteria for lobbying in Spain and the different countries Intervida is active. The aim of this policy is to set forth a series of shared guiding principles which help uphold coherence in our actions.

Nonetheless, different realities require different strategies and paces when it comes to transforming social and political structures in a participative, secure and lasting manner. Each culture has its own concept of advocacy, as well as its own contingencies. As a result, each country must follow those lobbying guidelines which best serve to uphold child rights and which contribute to achieving our institutional mission.

We contemplate two possibilities. The first is that the Head Office establishes a core agenda to ensure that the information coming from the field clearly establishes common problems which can be addressed at different levels. Then, each country delegation would adapt and design its campaign accordingly. The second option is for a delegation to launch an advocacy campaign, either on its own initiative or via invitation by a coalition, to address a specific problem.

Below are some guiding principles to follow:

- ▶ **Appropriation.** Each country will draft advocacy plans. The Head Office and the countries will share their strategies and plans in the spirit of discursive coherence, mutual support and joint effort.
- ▶ **Consultation.** Aspects of public policies which are perceived to be problematic by different sectors of society—and more specifically by our beneficiaries—shall be addressed. Children's participation is an essential part of this process.
- ▶ **Relevance.** We shall limit ourselves to selecting issues and areas which can be incorporated within the institution's strategic guidelines and which are relevant to our mission of improving children's living conditions.
- ▶ **Autonomy.** The Head Office aims to provide support to its delegations and local partners while respecting their autonomy, since it is they who have established rapport with the communities and decision makers. The local staff will decide if they wish to act under the umbrella of Intervida or the local partner, or if they prefer to form a coalition which gives them greater strength and protection.

- ▶ **Respect** for organized civil society and local networks. We are aware that given their status as international DNGO, the Intervida country delegations will tend to align themselves with International NGO coalitions. Still, we will work to ensure that this alliance of large NGOs does not overshadow local organizations and associations, since one of our objectives is to help strengthen local networks and communities.
- ▶ **Collaboration and non-confrontation.** Prior to undertaking actions in the private or public spheres, Intervida will conduct an analysis of the situation in the interest of avoiding conflict.
- ▶ **Evaluation** of risks to our workforce and beneficiaries.
 - We will not get involved in issues which are so delicate that they may lead to retaliation or physical violence against our workforce or beneficiaries.
 - We will not engage in partisan debates; we shall defend human rights without aligning ourselves with a political party.
 - We will only select allies and interlocutors of high moral integrity.

ADVOCACY IN EL SALVADOR

El Salvador is one of Intervida's intervention countries where lobbying is most present. Below we highlight some of the actions undertaken in 2012.

Education

The National Pact for Early Childhood is an official agreement by the Ministry of Education which has been signed by government organizations (the Ministries of Education and Health and the Salvadoran Institute for the Comprehensive Development of Children and Youth), non-governmental organizations (Save the Children, Plan, World Vision, Intervida and CIDEP) and UNICEF to promote actions which target early childhood. To date, a work plan has been drafted and the group is advising the Ministry of Education on implementing actions for this sector of the population.

Health

- ▶ The creation of three human milk banks, one for the central region (Hospital de Maternidad), one for the western region and one for the eastern region. The goal is to collect mother's milk to feed newborns in those hospitals which tend to the highest number of children in El Salvador.
- ▶ The approval of the General Medicine Law, which is aimed to regulate the pharmaceutical trade, decrease prices, improve access and control quality.
- ▶ A study on "Public hospitals' fulfillment of children's right to health". The Ministry of Health has resumed research which revealed important data regarding the quantity, quality and coverage of care provided to children in public hospitals. The hope is that these findings will give way to specific actions.

Child Rights

- ▶ The partial creation of the National System for Child Protection, with the formation of the Protection Council and the process of drafting the National Policy on Children.
- ▶ Support for the planning, methodology design and assessment of the state of children and young people in 55 of the country's 262 municipalities. This information served as the basis for the National Policy on Children and Adolescents, which was

implemented on June 26, 2013.

- ▶ Training on Child and Adolescent Rights for approximately 50 members of the Protection Council, whose aim is to protect children's individual rights.
 - ▶ Contribute to the approval of the three regulations which shape the functioning of the structures of the National System for Child and Adolescent Protection: the regulation of the Executive Board of the National Council for Children and Adolescents (CONNA), the regulation of the Protection Councils and the regulation of the Shared Care Network.
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3.3 Principles and codes (GRI 4.8)

Throughout 2012, Intervida has developed and updated several policies and codes in the interest of establishing principles and guidelines which should govern the Foundation's efforts to achieve its goals, in accordance with our [institutional philosophy](#). More specifically, the organization has drafted the following documents:

- ▶ Ethical Code
- ▶ Code of Good Governance (see item 2.1 *Governance bodies*)
- ▶ Child Protection Policy (pending publication)
- ▶ Code of Conduct for Working with Children
- ▶ Complaints and Feedback Policy (see items 4.2 *Complaints and feedback mechanisms* and 6.3 *Internal communication, complaints and feedback*).
- ▶ Travel Policy

Ethical Code

Intervida's [Ethical Code](#) is extensive to the entire organization and contains the basic principles upon which the organization's activities are based. This code establishes a framework for conduct in the interest of guaranteeing coherence between Intervida's actions and its institutional philosophy.

It is divided into the following sections: general principles of Intervida's actions; development through sponsorship; principles of human resource management; principles of communication; fundraising standards; transparency in management and information; anti-corruption principles; and, use of and compliance with the ethical code.

The Ethical Code is accessible to all of Intervida's stakeholders on the organization's website and intranet, and is available in the Foundation's core languages: Spanish, English and French.

Child Protection Policy

The gradual implementation of child rights-based approach in all of our actions has led us to reinforce protection as a cross-cutting element in our planning and operation.

As an organization which works with children and young people, we have the moral and legal obligation to guarantee their safety and protection from all forms of intentional and unintentional violence, and to encourage a culture of good treatment.

As a consequence of this reorientation, we have begun to strengthen measures to prevent all possible harm to children within the framework of our action and to review the **Child Protection Policy**. This process has sought to establish basic action standards which the country

delegations can use to adapt and update their respective child protection policies in function of its particular situation.

If the children and young people in our care suffer from any type of violence, it is impossible to assess our work positively. Assuming our moral and legal obligation to make protection a priority, Intervida's Child Protection Policy reflects the organization's commitment to:

- ▶ Promoting a safe environment for the children and young people with whom we work.
- ▶ Protecting them.
- ▶ Providing them with the necessary tools for identifying when they are victims of violence and for asking for help.

The Child Protection Policy is applicable to the entire organization and has been drafted with two specific aims:

- ▶ Make Intervida a child-safe organization which is aware that there are risk factors beyond our control which we must take pains to minimize.
- ▶ Foster a culture of protection within the organization.

An essential element of this Policy is the [Code of Conduct for Working with Children](#) (see items 4.2 *Complaints and feedback mechanisms* and 6.3 *Internal communication, complaints and feedback*), which is compulsory for all people associated with Intervida. This code is a tool to prevent and minimize risks and to safeguard children from harm.

The Code of Conduct defines conduct considered desirable for children's well-being and behavior which is considered unacceptable and could lead to an investigation and possible disciplinary measures. This document, which is available on our website, includes detailed reporting and investigation mechanisms.

With regards to the Foundation's activities, all interventions should fulfill the essential principle of "not causing harm". For this reason, it is essential to anticipate the risks which our interventions may pose to children both inside and outside the organization; establish preventive measures; and, in those cases where harm cannot be completely avoided, incorporate agile and effective measures and the resources necessary for restoring rights.

3.4 Accountability goals

Intervida regards accountability as an essential part of the continuous learning and improvement process; as such, we analyze the impact of our actions and labor.

The following table summarizes our 2012 progress by indicator and the goals to which the organization has committed.

DIMENSION/INDICATOR		PROGRESS ACHIEVED 2012	COMMITMENT TO IMPROVEMENT
Strategy	PR6: Programs for adherence to laws, standards, and voluntary codes	Updating of Ethical Code	Monitor and evaluate fundraising activities.

	related to fundraising and marketing communications, including advertising, promotion, and sponsorship.	Approval of the Code of Conduct for Working with Children, which details our commitment to protecting children in terms of communication, image and messages.	
Stakeholders	GRI 4.17: Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to these, including through its reporting.	Publication of the first Social Responsibility Report in 2012.	Prepare a survey to assess our stakeholders' evaluation of the Social Responsibility Report and to improve the report's contents.
		Identification of Intervida's stakeholders and improvement of the mechanisms for engaging them in dialog.	
Project and program effectiveness	NGO 1: Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	Appointment of a Child Rights Coordinator in the Head Office.	Appoint a Regional Child Rights Coordinator for each continent where we work.
		Creation of a conceptual framework for incorporating a child rights-based approach both at the institutional and development project levels.	Implement tools for incorporating the child rights-based approach throughout the organization, and especially in the development programs.
		Approval of the Child Protection Policy.	
	NGO2: Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.	Approval of the Complaints and Feedback Policy.	Design and implement concrete mechanisms for feedback and complaints which are adapted to each country delegation's particular situation, in accordance with the general Complaints and Feedback Policy.
		Creation of procedure for handling complaints and feedback in Spain.	
		Approval of the Code of Conduct for Working with Children.	
NGO3: System for	Consolidated system	Measure local partners' and	

	program monitoring, evaluation and learning, resulting changes to programs and how they are communicated.	for monitoring the physical and financial implementation of the projects.	public entities' level of satisfaction with Intervida's projects.
	NGO4: Measures to integrate gender and diversity into program design, implementation and the monitoring, evaluation and learning cycle.	Creation of the SHE grants program to promote secondary education for adolescent girls.	Evaluate the SHE grants program.
	SO1: Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operation, and exiting.	Undertaking of three exhaustive studies to evaluate the impacts of three development projects.	Create a system for monitoring the achievements of the development projects.
Labor	LA1: Total workforce, including volunteers, by employment type, employment contract, and region.	22% increase in the number of volunteers committed to Intervida.	Increase the number of volunteers participating in activities.
	LA10: Average hours of training per year per employee by employee category.	Child rights training for all employees in Intervida Spain and for all Country Delegates and Technical Project Coordinators in the country delegations.	Monitor the impact and efficacy of training.
	LA12: Percentage of employees receiving regular performance career development reviews.	Creation of indicators on training effectiveness.	Improve employee performance evaluations.
	LA13: Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of	Breakdown of employees by gender, age group and country of origin (EU and non-EU employees).	Analyze the group of employees using more detailed indicators of diversity (presence of minority groups).

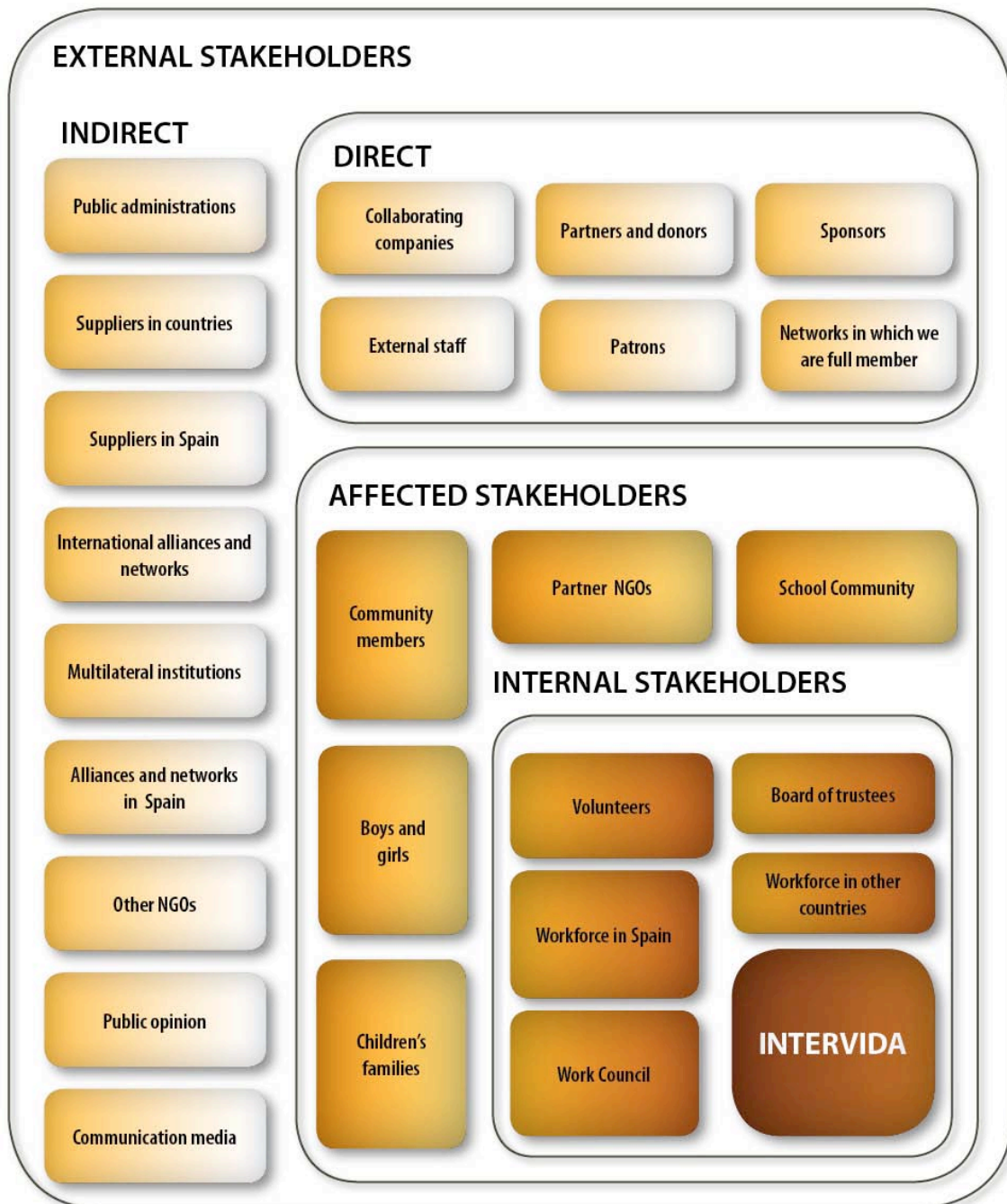
	diversity.		
	NGO9: Mechanisms for workforce feedback and complaints, and their resolution.	Employee satisfaction surveys undertaken in all Intervida delegations.	Activate a mailbox for internal complaints in Spain.
		Approval of the Code of Conduct for Working with Children.	Implement the Complaints and Feedback Policy in all Intervida delegations.
		Approval of the Complaints and Feedback Policy.	
Economic management	NGO7: Resource allocation.	Consolidated economic and financial control system.	Implement the same operative and financial management software (ERP) in all Intervida delegations.
			Implement management software (CRM) in the Head Office and the regional delegations.
Environmental	EN16: Total direct and indirect greenhouse gas emissions by weight.	11.7% reduction in Intervida's carbon footprint.	Maintain CO2e emissions.
	EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved.	Implementation of videoconferencing system in Spain.	Improve communication between the Head Office and the country delegations.
		EN29: Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	
		27% reduction in emissions resulting from business-related travel.	
	EN26: Initiatives to mitigate environmental impacts and activities, products and services, and extent of impact mitigation.	Purchasing from local suppliers.	Include the priority for local purchasing in all procedures manuals.
		42% reduction in total paper consumption.	Maintain the total paper consumption and use of recycled paper.

4 INTERVIDA IN SOCIETY: OUR STAKEHOLDERS

4.1 Stakeholder identification and engagement (GRI 2.7, GRI 4.14, GRI 4.16, GRI 4.17)

The figure below shows Intervida’s stakeholders, grouped according to our relationship with and engagement of each group. Identifying and classifying stakeholders enables us to improve our transparency and accountability, as well as to foment the relationship and level of trust each of these has with our organization.

INTERVIDA’S STAKEHOLDERS GROUPS



The **identification and selection of the stakeholders with whom Intervida engages** (GRI 4.15) is based on work areas and the criteria established to this effect. The following table summarizes the criteria applied to each group.

Stakeholders	CRITERIA FOR IDENTIFYING AND SELECTING STAKEHOLDERS
Employees	<p>Beyond its obvious legal relationship with employees, Intervida also has an institutional commitment to its staff. Employee selection is based on:</p> <ul style="list-style-type: none"> ▶ Job-specific competencies profile. ▶ Evaluation of specific skills for each job: technical, cognitive, social, and action and results achievement. ▶ Evaluation of Intervida-specific strategic competencies: knowledge of and sensitivity to development issues, commitment to child rights, critical spirit and concern for social responsibility.
Volunteers	<p>Intervida selects volunteers to participate in its actions based on their:</p> <ul style="list-style-type: none"> ▶ Affinity with the Foundation's philosophy. ▶ Personal commitment to child rights. ▶ Enthusiasm for solidarity, development and human rights. ▶ Educational experience and/or training.
Collaborators	<p>Intervida is committed its sponsors and donors, who have chosen Intervida as the organization through which they channel their economic support to development projects and who have placed their trust in the Foundation.</p>
Beneficiaries	<p>Our intervention area in each country is determined based on a thorough appraisal in order to ensure that our projects are carried out where they are most needed and where they will have the greatest impact. The appraisal analyzes—using both primary sources (in-depth interviews with authorities and development institution representatives) and secondary sources (publications, reports and official statistics)—the following aspects:</p> <ul style="list-style-type: none"> ▶ Relevant data about national issues which are within the scope of Intervida's mission. ▶ Public plans and policies in social sectors and the functioning of government structures at all levels. ▶ Presence of other development NGOs—especially those which carry out sponsorship—in each area. ▶ Network of potential local partners. <p>Once the geographic area has been identified and the overall goal of the intervention has been determined, in the case of direct implementation the Foundation conducts a more in-depth appraisal using full questionnaires (for example, the situation in each primary school) and participatory processes (self-appraisal workshops) with the potential target groups. This enables us to refine our assessment of the problem issues, specify the appropriate action lines, complete the table with all of the actors who will form part of the projects and establish the specific criteria for selecting the beneficiary populations.</p> <p>In general, the criteria (both collective and individual) aim to select the most vulnerable groups affected by the identified problem, provided that this guarantees the project's social viability.</p>

	When working with partner organizations, Intervida assesses the effective undertaking of this process in its proposals.
Public administrations	<p>In keeping with the Paris Declaration, Intervida aligns and coordinates all of its actions with public administrations in the program countries at various levels (central, regional, provincial and local government), and especially with those agencies working with children.</p> <p>The following criteria are used to identify these actors:</p> <ul style="list-style-type: none"> ▶ Competence ▶ Regional relevance ▶ Thematic relevance <p>These criteria are used to map the structure of the different public administrations and to assess their relevance for the design and implementation of the organization's programs. Generally, Intervida establishes two types of relationships with these actors during the project cycle:</p> <ul style="list-style-type: none"> ▶ Actions which provide direct support to public administration policies and programs ▶ Actions which complement public sector interventions
Local partners	<p>Intervida selects its local partners based on the following criteria:</p> <ul style="list-style-type: none"> ▶ Alignment with the organization's mission and vision. ▶ Existence of a solid organizational structure which guarantees the entity's stability and consistency. ▶ Transparency in financial management. Existence of accounting and control systems. ▶ Technical knowledge and experience in the intervention sector. ▶ Collaboration with development networks and public administrations. <p>Our work is aligned with the principles and guidelines established in the Partnering Toolkit of the Partnering Initiative.</p>
Networks and alliances	<p>Intervida engages with networks and alliances around the world based on the following criteria:</p> <ul style="list-style-type: none"> ▶ Coherence of aims and interests. ▶ Capacity to influence the effective creation and application of public policies, especially as relates to development cooperation and the inclusion of children in development plans and public policies in the countries where we work. ▶ Linkage to the institution's strategic issues: priority for participation in networks which work to ensure the fulfillment of children's and adolescents' rights. ▶ Spaces which favor inclusion, deliberation and proposition and which are aimed at action, have continuity and establish a work plan with common results. ▶ Networks or platforms which are politically relevant, which are recognized as valid interlocutors in the desired areas of influence, and which have an organizational base to sustain them.
Collaboration with companies and sponsors	<p>The Ethical Code establishes the principles for guaranteeing that the Foundation engages exclusively with companies which do not act in conflict with Intervida's mission and values. As such, Intervida shall reject all collaboration with companies which:</p>

	<ul style="list-style-type: none"> ▶ Have been proven to have committed illegal activities, violated human rights or carried out exploitative work practices. ▶ Violate child rights. ▶ Produce or traffic arms. ▶ Engage in activities or produce products which represent an affront to health. ▶ Illicitly appropriate natural resources or carry out practices which overly exploit human resources.
Suppliers	Intervida gives preference to working with local suppliers and selects these based on a thorough evaluation of the services and products they offer and the corresponding economic value. Moreover, whenever possible, the organization takes environmental factors into account in the selection process.

Stakeholders' participation and engagement with Intervida depends on their relationship with the organization and mutual influence in the development of the projects and activities.

In any event, Intervida applies communication and transparency mechanisms with all of its stakeholders and with society at large. To do this, we make communication and information channels available to the general public so that any individual or organization can interact with our organization. These include telephone, electronic mail, postal mail, delegations, website and social networks.

Collaborators (PR5)

Intervida has an in-house Contact Center through which sponsors and donors can voice their requests and complaints.

In addition, a collaborator satisfaction survey is conducted each year to gather our supporters' opinions and assess their level of satisfaction with Intervida.

A **satisfaction study** was carried out in 2012 to determine collaborators' overall opinion of the Foundation. On this occasion, the survey also included individuals who had collaborated with Intervida in the past, in order to incorporate their assessment of our organization.

The study's primary objectives were to assess:

- ▶ General notoriety of the NGO sector.
- ▶ Degree of knowledge of Intervida's work areas and its positioning among NGOs.
- ▶ Overall perception of Intervida.
- ▶ Positive and negative aspects of collaborating with Intervida: recommendations and areas for improvement in the relationship with the Foundation.
- ▶ Opinions regarding sponsorship: positive and negative aspects of the sponsorship experience with Intervida.
- ▶ Aspects which motivate collaboration with Intervida.

The satisfaction study was conducted using corresponding statistical methods and followed the appropriate procedure for generating a representative sample in order to obtain reliable results.

The main findings of the study include:

- ▶ Lack of trust in the NGO sector.

- ▶ Perception of Intervida as an NGO dedicated to child protection.
- ▶ Positive assessment of Intervida's development work, especially the work of the local teams and projects.
- ▶ Positive assessment of sponsorship as a collaboration method.
- ▶ Several aspects for improving Intervida's sponsorship system.

The results of the 2012 satisfaction study have led the organization to undertake an important strategic analysis in 2013 aimed at improving Intervida's notoriety and the satisfaction of its collaborators.

Beneficiaries (GRI 2.7)

The organization's priority commitment to children, the main beneficiaries of our projects, is the focal point of all of our actions.

This commitment includes joint efforts with the communities in the areas where we work, in the interest of fostering local involvement and ownership of the projects.

Within this framework, the primary development stakeholders of Intervida's actions are children in our areas of action, as well as the entire educational and social community which aids in their development: mothers and fathers, educators and public actors responsible for social and political mandates. Together, with the support of Intervida and other entities and nongovernmental organizations with whom we coordinate, we seek the well-being of minors and the maximum engagement of all stakeholders.

Item 5.1 *Development Strategies* describes the processes for involving affected stakeholders in the identification, design, implementation and evaluation of our development programs.

International relations and networking (GRI 4.12, GRI 4.13)

Intervida encourages relationships with other organizations and participates in national and international networks in the pursuit of common goals: development and aid policies and the fulfillment of child rights.

Intervida's participation in networks spans all levels: local, national and international. As such, the Foundation's actions should be consistent with all of the organizational levels of these networks, from the most local to the most global.

Intervida forms a part of the following networks:

International arena	Special consultative status in ECOSOC since 2001
	CoNGO (Conference of NGOs with Consultative relationship with the United Nations)
	Child Rights Connect (NGO Group for the Convention on the Rights of the Child)
	CRIN (Child Rights Information Network).
	Affiliate member of the INGO Accountability Charter
National arena	Asociación Española de Fundaciones
	Mesa de Armonización de Salud de la Cooperación Española (MASCE)
	Coordinadora Catalana de Fundaciones
	Red de Derechos de la Infancia del Ayuntamiento de Barcelona
	Asociación de ONGD de Sevilla
	Coordinadora Andaluza de ONGD (member)

	Consejo de Cooperación del Ayuntamiento de Bilbao
	Comercio Justo Bilbao
	Fundación del Voluntariado y Solidaridad de la Comunidad Valenciana
	Coordinadora Gallega de ONGD
	Citizen Commitment to Sustainability 2012-2022, Barcelona's Agenda 21
Intervention countries	We form part of 45 local and state networks and platforms in those countries where we are active. The aim of these alliances is to coordinate efforts with other development agents, to influence public policies affecting children and to integrate and complement public programs, especially in the education and health sectors.

Intervida has signed a commitment to three initiatives, two at the local level in Spain and one at the international level:

- ▶ Citizen Commitment to Sustainability 2012-2022, Barcelona's Agenda 21. In December 2012, Intervida renewed its voluntary commitment to this sustainability and environmental initiative and developed an Action Plan which it applies in its Head Office. While this is a local initiative, Intervida makes its good practices extensive to all of its regional offices in Spain.
- ▶ Citizen agreement for an inclusive Barcelona. In 2012, Intervida joined this local network which works to promote development actions and networks in pursuit of social inclusion.
- ▶ INGO Accountability Charter. Intervida subscribes to the principles of the INGO Accountability Charter, which it signed in December 2011, and applies these throughout the entire organization.

4.2 Complaints and feedback mechanisms³ (NGO2, NGO9)

Complaints and Feedback Policy

Intervida has approved a global [Complaints and Feedback Policy](#) applicable to the entire organization, including both Intervida Spain and the country delegations.

The policy is accessible through the Intervida website and is available in the organization's languages: Spanish, English and French.

It provides a **general framework and guiding principles** for all of Intervida, although each country can develop its own regulations or procedures, in accordance with the established principles, to adapt the policy to its particular needs and to facilitate communication with its stakeholders.

As the policy establishes, Intervida agrees to make the necessary tools available so that both internal and external stakeholders can present their feedback and complaints, in the spirit of reinforcing Intervida's commitment to its stakeholders and improving the Foundation's work. This measure makes it possible for any individual or group—sponsors, partners, beneficiaries,

³ The mechanisms for handling internal complaints and feedback are explained in detail in item 6.3 *Internal communication, complaints and feedback*.

local partners, employees and volunteers, among others—to provide feedback or present complaints in any of the locations where Intervida works around the world.

The people presenting their feedback or complaint should identify themselves, although the policy does admit anonymous complaints when these involve an accusation which may put the complainants in a compromising position.

All feedback and complaints are registered in writing, regardless of the channel of presentation; this ensures that these are handled properly at all stages, including monitoring, resolution and evaluation.

Moreover, the Complaints and Feedback Policy includes mechanisms by which complainants may appeal the resolution.

It is important to underline that Intervida is committed to this policy as part of Intervida's ongoing improvement and learning process. As such, all complaints and feedback will be assessed in pursuit of improving our performance.

Code of Conduct for Working with Children (GRI 4.8)

The [Code of Conduct for Working with Children](#) is an essential element of Intervida's Child Protection Policy and is a tool for preventing and minimizing risks.

This code **applies** to all remunerated and non-remunerated members of the Intervida workforce hired in or linked with Spain. This includes employees, volunteers, sponsors, partners, partner organizations, donors, consultants, advisors and other collaborators and visitors and, ultimately, any person who may come into contact with children and young people. Children should also be familiar with this code and follow its guidelines in the treatment of their peers.

Individuals and entities associated with Intervida's country delegations will be subject to local codes and procedures which have been adapted in coordination with the Head Office.

The Code of Conduct for Working with Children defines that **conduct** which is considered desirable for children's well-being and that which is considered unacceptable and could lead to an investigation and possible disciplinary measures.

Intervida has created **action protocols** for responding to suspected and reported cases of violence against children and young people. These include investigation by a Protection Committee; recording of offenses and application of penalties in function of reported conduct; reporting of criminal offenses to competent authorities; and support for children and young people.

- ▶ According to the code, all remunerated and non-remunerated Intervida staff is obliged to report any well-founded suspicion or any abusive act against children to their immediate supervisor without delay.
- ▶ In cases involving employees, the disciplinary regimen establishes the type of offense and the corresponding penalty for inappropriate conduct. Moreover, if an employee is suspected of a severe offense, he/she will be suspended from work as a precautionary measure until the investigation has been concluded (see item 6.3 *Internal communication/Code of Conduct for Working with Children*).
- ▶ Any inappropriate conduct with children during a sponsor's field visit will lead to immediate suspension of his/her membership in the organization, at least during the investigation period.

- ▶ Violations of the Code of Conduct for Working with Children involving **communication, images and messages** will be treated separately (PR6). The code establishes guidelines for handling confidential information regarding children and young people and portraying them in a respectful and dignified way both in audiovisual media and in the use of language. Messages whose intention is to provide information, persuade or raise awareness must do so while portraying children and young people in a dignified, respectful and truthful way.

System for handling collaborator complaints and requests

The requests and complaints presented by sponsors, members or potential sponsors regarding their collaboration with Intervida are handled by our Contact Center in accordance with established procedures.

The following table shows the number of requests and complaints submitted in 2012. As shown, complaints represent a mere 1.2% of all incidences registered by Intervida's collaborators.

It should be noted that the Contact Center resolved all complaints and requests submitted in 2012 within the established response period.

2012 Incidences	Number	Percentage
Complaints	48	1.2%
Requests	3,890	98.8%
Total	3,938	100%

Source: Contact Center

5 INTERNATIONAL DEVELOPMENT

5.1 Development strategies: focus on children (NGO1)

Intervida's current Strategic Plan serves as the framework for our international development approach and actions in the 2010-2014 period and establishes the goal of "**improving children's living conditions**" as the focal point of our work. As indicated in Strategic Guideline 2, Intervida maintains its current priority commitment to children, which should be evident in all of our public and private actions. This commitment should resound in our work with the local communities, which should seek the involvement and responsibility of children and their families.

Intervida believes that children and young people's well-being depends primarily on the fulfillment of the civil, political, economic, social and cultural rights set forth in the Convention on the Rights of the Child. As such, over the next three years Intervida plans to gradually incorporate a **child rights-based approach** in all of its actions. To this effect, in 2012 the organization developed a conceptual framework which unites children's rights and well-being and emphasizes the need to work with the most vulnerable and excluded children. In 2013, different methods and tools will be organized and systematized to standardize the implementation of a child rights-based approach both within the Foundation itself and in its development programs.

The strategic planning process which will be undertaken in the 16 countries where Intervida is active in the second half of 2013 and in 2014 will start with a Situational Analysis of Child Rights (hereafter, SACR); this, in turn, will act as the primary basis for the 2015-2018 Strategic Plan and the respective Country Plans for the same period. The SACR contemplates the participation of children and young people, NGOs working with children, local leaders, public administrations and other key actors as a central element in all of its phases, including in the drafting of the final report. It also encourages strategic allies from civil society, as well children and public administrations, to participate in designing, implementing, monitoring and evaluating Intervida's programs and projects.

It is important to underline that there are well-established processes for **involving primary stakeholders** in the different processes of the project cycle in the **education sector** (pre-primary and primary school), to which Intervida allocates nearly 50% of its resources. For example:

- ▶ When identifying intervention areas, the communities (parents, community leaders and teachers) are consulted regarding their interest in participating in development projects to improve educational access and the quality of primary education.
- ▶ Appraisals are carried out with the participation of children, parents of school-age children, local and national civil servants, community leaders and local NGOs. This is done through community consultations, focus groups with adults, children and young people, and one-on-one interviews with key actors. For more information, consult Intervida's [Participatory Methodologies Toolkit](#) and the [example of an appraisal from the Child Friendly Communities project](#) in the Philippines.
- ▶ Programs and projects are jointly designed and analyzed by the Ministries of Education, municipalities, local communities and local school boards (which represent teachers, parents and students). For example, in the school nutrition programs, local school

boards and authorities identify those children who are malnourished or at risk of malnutrition.

- ▶ School boards participate in project implementation, monitoring and evaluation. If the project is implemented by a local partner, the monitoring is carried out by joint commissions representing the primary stakeholders. To continue with the example of the school nutrition programs, the school boards coordinate school lunchrooms, monitor participating children's nutritional status in collaboration with local health authorities and work jointly with Intervida and local partners to evaluate the impact of these interventions.

Various activities have been transformed as the result of **the continuous dialog with our primary stakeholders**. A good example of this is the school materials distribution activity, which initially involved the distribution of individual school supply packs to all students in the intervention schools. This activity has gradually evolved in response to the feedback received from the school boards. First, it took the form of school-wide packs which each center then distributed as it deemed fit; then it took the form, in some cases, of direct funding of selected schools' development plans, thus making it possible for the schools to more efficiently manage resources based on their priorities.

Finally, Intervida **communicates the decisions and decision-making processes** to all key actors and the participating populations throughout the different phases:

- ▶ Start of the strategic planning process: through workshops with stakeholders, open sessions with the families of sponsored students and news bulletins.
- ▶ Program design: program profiles, workshops and informative sessions with key actors (community leaders, children and public administrations).
- ▶ Program launch: informative sessions about the action plan.
- ▶ Implementation: news and informative bulletins, meetings with the communities, meetings with public administrations, and training of joint monitoring committees.
- ▶ Evaluation: workshops for evaluating impact and publication of final reports.

The organization expects to have systematized and "proceduralized" these communication channels by the middle of 2014.

5.2 Gender and diversity (NGO4)

Intervida works to defend women's full enjoyment of their rights, basic liberties and citizenship as a mechanism for eliminating injustice and achieving gender equality. As such, we integrate a gender perspective in the planning, implementation, monitoring and evaluation of our development projects. For more information, consult our Manual on [Gender Mainstreaming](#).

Gender analysis is undertaken prior to initiating any development intervention in order to:

- ▶ Assess the degree to which the development action reflects the needs and priorities of both men and women.
- ▶ Detect existing gender inequalities in each particular context.

- ▶ Identify which changes and additional initiatives are needed to ensure that women participate in and benefit from the intervention.
- ▶ Determine existing opportunities to prevent or reduce gender inequalities in the development action.

Intervida's Strategic Plan establishes **gender as a cross-cutting area** of all interventions. As such, we aim to ensure that all projects contribute in some way to women's empowerment and enjoyment of their fundamental rights by eliminating all forms of segregation and discrimination. This is articulated by prioritizing women as the beneficiaries of our activities and by encouraging their active participation in managing project actions. Primarily, the development objectives seek:

- ▶ Equal access to economic resources.
- ▶ Access to basic services through women and children's education and health.
- ▶ Elimination of practices which are considered gender abuse (violence, child marriage, etc.).
- ▶ Women's public participation.

In addition to integrating this cross-cutting gender perspective, Intervida carries out women-centered projects, such as the **SHE grants program** to fund secondary education for girls. In 2012, this project benefited nearly 900 girls in three countries: El Salvador, Bangladesh and Burkina Faso. In each of these countries, the project activities are designed in a participatory way so that they address the particular needs of the beneficiaries.

In terms of diversity, as an organization committed to incorporating a child rights-based approach in all of its activities Intervida adopts the principle of non-discrimination as one of the essential pillars upon which its interventions are based. In this sense, we take an active and inclusive approach to all of our work in order to foster equality regardless of legal status, nationality, ethnicity, sex, religion, disability or any other status.

Intervida also promotes actions which seek to attend to and integrate the most excluded groups. For example, in Guatemala we undertake a project to support the management model used to involve the communities in strengthening **Bilingual Intercultural Education** in the Quiché Department. Another project seeks to improve access to quality public health services for indigenous groups in the rural areas of Quiché.

5.3 Programs for evaluating impact (SO1)

Development project identification and planning phase

The projects implemented by the Intervida, whether through its own teams or local partners, are planned using participatory methods, starting with an analysis of the context and the problem issue. They are designed according to the Logical Framework method, whose matrix defines the projects' objectives and anticipated results, their corresponding indicators and the sources necessary for achieving them.

The data collection methods for each project are set forth, generally, in the project form and in more detail in the guiding document or Terms of Reference (ToR) used for establishing the baseline and evaluations. These documents also define the groups (scope) from whom data will

be requested and identify the persons responsible for data collection. The person who is ultimately responsible for this process may be the Technical Project Coordinator, the Head of Monitoring and Evaluation or the Country Delegate, depending on each country delegation's organizational chart.

For those projects implemented through partners, the planning process is as follows:

- 1) Intervida's country delegations identify and contact local development organizations whose mission and objectives are aligned with the Country Plan (Intervida's strategic plan for the country).
- 2) Following an open dialog with the organization, Intervida proposes collaboration in the form of a "Concept Note".
- 3) Once the "Concept Note" has been approved by the Director of International Development in Intervida's Head Office, the local organization presents a proposal for a development project by submitting the project form and budget templates designed by the Foundation. Once this proposal has been approved by the Director of International Development, an agreement between the institutions is drawn up and signed.

Project implementation phase

While many development projects contemplate external evaluations, Intervida has no standardized procedure for evaluating the impact of its intervention. However, 40% of the projects running in 2012 do plan to evaluate their impacts and have established baselines by gathering quantitative information about the population at the start of each project.

The evaluations adopt a participatory approach in order to gather more varied information and enrich the analysis of the observed results; it also serves as an instrument to empower local teams and instill in them a culture of self-evaluation. As such, **the evaluations are considered a self-learning tool** and an incentive for teams to develop a critical spirit, engage in advocacy and apply the lessons learned, thus contributing to the improved effectiveness and impact of our projects.

In function of the defined objectives and the internal capacities, the evaluations are led either by members of the institution or external consultants. The studies compile information from various sources, both internal and external. Along with data recorded during the monitoring of the activity, key information is gathered by applying quantitative techniques (surveys) and qualitative methods (interviews and focus groups).

The Planning and Evaluation Unit (hereafter, PEU), which forms part of the International Development Division, provides support to the countries in their project planning, monitoring and evaluation processes while institutionalizing useful procedures and tools to aid them in this task.

During 2012, Intervida evaluated the impact of three projects:

["Improving Education of Working Children"](#), non-formal education in five slums of Dhaka, Bangladesh (document available in English)

This project has been active since 2003 and provides non-formal education to working children in five slums of Dhaka. 520 children benefit from the program each year (with equal gender distribution). The project is carried out in schools through Intervida's own teams. Students finishing the last course (5th grade) take the national exam, making it possible to officially validate their primary studies. At the same time, the project offers activities to raise parent and

employer awareness of children's rights, such as the right to nutrition, health and hygiene.

The project has had notable impact on the target group, as compared with the control group (unschooled working children and their mothers). These include positive psychosocial impacts (self-esteem, behavior, sense of responsibility, decision-making and expectations for the future) and improved living conditions (work situation and job position, physical protection, protection from abusive practices, such as child labor, and hygiene).

[“Improve Economic Capacity of the Community”](#) for women and young people in seven communities in Bangladesh (document available in English)

This Economic Development project aims to increase families' income and reduce their vulnerability. The project applies “Self-Help Group” methodology, which centers on forming groups of people who meet to save money and establish common economic projects. Financial and practical life skills training—which build resilience and confidence—are the project's basic components. At the time of evaluation, the project involved 105 mothers, 120 brothers and 120 sisters of Intervida students.

The study confirmed that participating mothers increased their social participation (95%) and that nearly 80% went from having no economic income to having some. As a result, these women affirmed having high self-esteem, greater social recognition and more freedom.

[“Happy Education Project”](#), non-formal education in five communities in Cambodia (document available in English)

Intervida has been funding this project—implemented by Puthi Komar Organisation (PKO) in Battambang Province, Cambodia—since 2006. The project aims to improve the physical, mental and social development of vulnerable children through three primary methods: play-way to learning, non-formal education, and greater coordination with parents, the community and the formal education system. The project is carried out in four youth centers located near the children's primary education centers.

The evaluation determined that the activities undertaken by the project have helped to increase enrolment, achieving nearly 100% schooling in these communities. Likewise, they have contributed to improving school attendance by 10%. The evaluation also observed improved academic performance in the schools, as well as increased self-esteem and social participation among the beneficiaries. Additionally, the majority of parents have become more aware of the value of their children's education, the importance of regular school attendance, and of child rights.

The findings have contributed notably to increasing the beneficiaries' motivation and implication in managing the projects. One example is the creation of student councils in the Working Children Schools in Bangladesh. These councils will act as a platform for students to discuss their problems and needs, and to present their proposals to the project's management team.

The Planning and Evaluation Unit is currently working to implement a system for monitoring the achievements of the Foundation's projects in the different countries. In 2013, the organization hopes to complete a table with all indicators for those impact goals which have been measured (or are expected to be measured) in the country delegations. The aim is to systematize monitoring in the gathering of results in order to identify successful projects and practices and incorporate improvements in the monitoring systems and the project activities themselves.

Exit strategies

Intervida's direct intervention model implies long-term presence in the areas where we work and does not include a specific strategy for exiting and transferring the projects to the communities. In the case of projects implemented by partner organizations, partners are asked to define a strategy for maintaining the project's sustainability, although this is not required for the project's approval. On the other hand, the intention is to define an exit plan for some long-term projects based on the feedback obtained in the evaluations of impact.

5.4 Systems for monitoring and evaluating projects (NGO3)

As part of the planning process, the projects define a monitoring system to follow, in accordance with the logical framework and the timeline for implementing the activities. In general, data about the physical implementation is continuously gathered and processed by the project officers and compiled in the quarterly monitoring reports.

Intervida has a **system for monitoring the physical and financial implementation** of the projects. Each quarter, the implementing entity (either an Intervida team or a partner organization) should account for each project's progress by submitting a full report in the standardized format established by the institution to this effect. This form describes the most relevant aspects of the activities carried out during the reporting period and includes an analysis of any problems which may have affected the project's implementation. These also include any observed results and any possible changes and adjustments which should be introduced in the following months.

On the other hand, the Foundation requires that an annual report be submitted for each project. This report includes an analysis of the objectives and results, which are compared with those which were anticipated in the project planning. These reports include an assessment of the monitoring and the impacts observed by the managing team.

The roles for gathering monitoring data are assigned in function of whether the intervention is direct or through partner organizations. In the first case, the teams responsible for the project gather the necessary monitoring information as scheduled by the project planning. In the case of partner implementation, the Intervida country delegations limit themselves to controlling the process and verifying the data before forwarding this along to the Head Office. Both systems aim to involve other collaborating institutions (public administrations, schools, health centers, etc.) as much as possible.

Fruit of our increasingly close collaboration with local authorities, a growing number of projects' monitoring systems are defined and led by these authorities, who, in turn, report the data and submit results to Intervida. In any event, this process is undertaken in a coordinated way within the collaborative framework established by the institutions.

Intervida's Strategic Plan establishes the mandate to contribute to *"improving the quality and sustainability of programs and projects which are promoted in development through a participatory action model based on the planning and evaluation of impact"*. To do this, the Planning and Evaluation Unit coordinates with different countries to provide them with support in:

- ▶ Reviewing project forms to ensure that the project design renders them evaluable.

- ▶ Establishing monitoring tools which ensure project feedback through the continuous monitoring of results indicators.
- ▶ Reviewing the Terms of Reference in order to establish baselines and design evaluations.
- ▶ Coordinating field evaluations which enable the teams to improve their interventions.
- ▶ Sharing successful development field experiences.

In short, we feel that approaching projects from an evaluation perspective improves the quality of decision-making, communication and accountability to our collaborators and society as a whole.

As indicated above, each project's plan establishes the mechanisms for evaluating its impact, when appropriate. Notwithstanding, the monitoring of the activity often contemplates the gathering of qualitative information about its effect (impact), mainly through interviews with key informants and focus groups.

The majority of projects carried out through partners have a Joint Commission which is formed by members of Intervida staff and local partners, including members of the public administration. This commission meets periodically (normally each quarter) to discuss key issues about the project's performance and to propose improvements.

The in-depth evaluation studies not only aim to measure impact; they also seek to assess the relevance and effectiveness of the projects in order to **improve the quality of the intervention and optimize goal achievement**. This analysis of effectiveness includes key aspects such as the fit of the criteria used to select beneficiary groups; assessment of the project's activities and means; interpretation of the specific objectives and results achieved; and the satisfaction of beneficiaries and other stakeholders.

In these studies, the analysis of effectiveness involves incorporating improvements in the project's planning and implementation, once these have been agreed upon and ratified in the study's final report. However, it will be up to the team responsible for the project to adopt these improvements in function of its technical and financial capacities and their social viability. The Country Coordinators and the Planning and Evaluation Unit in the Head Office verify that the modifications have been effectively introduced in the established action plan, thus guaranteeing the **capitalization of learning**. This action is reflected in the following projects which were evaluated in 2012:

"Improving Education of Working Children", non-formal education in 5 slums of Dhaka, Bangladesh

The evaluation confirmed the project's relevance in light of the high demand which still exists in these communities to improve the vulnerable group's access to primary education.

The effectiveness analysis has led to a series of recommendations which will be integrated into the project, as agreed upon by all of the stakeholders:

- ▶ **Coverage (increase the number of beneficiaries from 520 to 855 and extend learning hours)**
- ▶ **Installations**
- ▶ **Child Protection (extend awareness activities to beneficiaries' parents and employers)**
- ▶ **Participation (create student councils and alumni associations in each**

community)

▶ **Improve databases and monitoring systems**

Most of these changes have been included in the project's 2013 Plan.

“Improve Economic Capacity of the Community” for women and young people in 7 communities in Bangladesh

The study resulted in the incorporation of a series of improvements to the tools for monitoring the groups' operations. Another of the recommendations which was adopted involved increasing coverage of beneficiaries' mothers from 30% to 59%.

“Happy Education Project”, non-formal education in five communities in Cambodia

The recommendations for improvement have led to:

- ▶ **Ensuring that the project works with the most vulnerable children**
- ▶ **Classroom teaching methods and content**
- ▶ **Efficient resource management**
- ▶ **Parental involvement**
- ▶ **Development of a reliable data collection system**

The main findings of the studies have been shared internally through presentations and the distribution of the final report. Externally, the main findings and conclusions have been shared with the beneficiary groups, public entities and other organizations in the intervention area.

As indicated in the previous item, the Planning and Evaluation Unit is working to systematize monitoring of the projects' achievements in the different countries where Intervida is active. In 2013, the table should be completed with all those indicators for impact objectives which have been measured (or are expected to be measured) in our country delegations. To this effect, it will be essential to open a channel of communication with the delegations through the respective Country Coordinators in the Head Office.

As part of the evaluation of **intervention effectiveness**, the Intervida will also undertake another initiative in 2013 to measure the level of satisfaction of the local partners and public entities with respect to the projects being implemented, as well as their assessment of our operative and organizational attributes. This will be carried out annually through surveys sent to those members of these institutions who have a direct relationship with the projects in question. On the other hand, apart from the evaluation studies, we plan to measure the satisfaction of beneficiaries of selected projects in each country.

5.5 Coordination with other actors (NGO6)

Intervention area identification phase

Before planning long-term interventions, Intervida carries out an appraisal of the initially identified area. These appraisals gather information regarding inhabitants' socioeconomic situation, the primary problems which they face, and a map of the organizations and development programs—both public and private—in the area. This is done by compiling information from multiple sources: external publications, interviews with representatives from the competent public administrations, focus groups with target populations and interviews with other key actors (representatives of other NGOs, community associations and civil society), etc.

In order to avoid duplicating actions, one of Intervida's essential requisites for selecting an intervention area is that no other sponsorship organization be active in the area. Likewise, priority is given to those areas which are most vulnerable and lacking support in those sectors which are the central focus of our development program.

Project planning and implementation

Once the population and problem issues have been identified, Intervida begins the project planning process by analyzing the opportunities for collaborating with other actors in the areas. The idea is to tap synergies which permit the utmost fulfillment of established objectives. As stated in Guideline 11 of our Strategic Plan: *"Alliances with entities in civil society and public administrations which facilitate the achievement of specific objectives and improve the quality and scope of the development results will be promoted."* In function of the project, this collaboration may materialize in different ways, ranging from actions for sharing information to the joint implementation of activities. Some projects go a step beyond, incorporating their activities with the official development plans for the target communities and municipalities (as in the case of Intervida Philippines).

The implementation of Intervida projects in the intervention area involves an ongoing process of identifying new partners and reinforcing coordination with existing ones.

For example, the ["Place of Good Treatment"](#) project (document available in Spanish) in Bolivia aims to improve coordination between all actors involved in child protection, including municipal protective services, health services, schools, state security forces and nongovernmental organizations working with children.

Our Strategic Plan also states that Intervida will *"promote its active participation in development cooperation networks which contribute to strengthening the development sector and the achievement of common objectives"*. This action is undertaken by attending regular meetings and work sessions—both general (NGO coordinating agencies) and sector-based—in platforms in each country.

6 OUR TEAM

6.1 Employees (LA1, LA4)

Intervida depends on a professional team working across our different countries to achieve objectives and fulfill the institutional mission.

As established by our Ethical Code, the principle of equity underlies staff working conditions, with respect for the institutional standards of equal opportunity and diversity, through different mechanisms such as salary policies, procedures and personnel policies.

The employment conditions of all Intervida staff is regulated by the Internal Norms, which are based on the *Convenio colectivo de trabajo del sector de oficinas y despachos de Cataluña (Collective Labor Agreement for Office Workers in Catalonia)* and the *Estatuto del Cooperante (Aid Workers' Statute)*, which is applicable to expatriate staff.

Employment conditions in the other countries where we work comply with each country's current legislation. Moreover, the Foundation establishes minimum employment conditions to guarantee the rights and fair economic retribution of all employees around the world, even beyond that which is established by law.

For this reason, each country delegation establishes its own employment regulations in accordance with the respective applicable legislation and the common Internal Regulation which is extensive to the entire organization.

The following table shows the total number of Intervida employees by country and contract type and is a snapshot of our human resources worldwide.

79% of employees hold a permanent contract, which means that they form part of the permanent staff. Temporary staff is hired in function of each delegation's need to cover fixed-term activities or programs.

COUNTRY	NUMBER OF EMPLOYEES 2012	NUMBER OF EMPLOYEES BY CONTRACT TYPE			
		PERMANENT	TEMPORARY	FULL-TIME	PART-TIME
Spain	138 ⁴	135	3	119	19
El Salvador	270	199	71	270	0
Senegal	7	7	0	6	1
Cambodia	6	6	0	5	1
India	3	0	3	3	0
Mali	29	29	0	29	0
Philippines	98	57	41	98	0
Bangladesh	372	371	1	366	6
Bolivia	17	14	3	16	1
Ecuador	38	12	26	38	0
Nicaragua	72	20	52	72	0
Guatemala	33	13	20	33	0

⁴ Expatriate employees hired in Spain have been included in the counts for the respective countries where they are appointed.

Peru	19	0	19	19	0
Burkina Faso	75	65	10	75	0
TOTAL	1,177	928	249	1,149	28

Source: Human Resources

Diversity (LA13, EC7)

The diversity of Intervida's staff becomes evident when looking at indicators of **age, gender and country of origin**.

The Foundation's personnel policy establishes mechanisms for ensuring equal opportunity and diversity within the organization, in accordance with the principles established in the Ethical Code.

Among other measures, the Foundation fosters a balance between its staff's professional and personal lives (through labor regulations), provides tools for the professional development of all staff (through training plans), and establishes mechanisms for avoiding discrimination on the basis of race, sex, culture, religion and age (through labor regulations).

The following table shows the gender diversity of Intervida's staff, as well as the breakdown by age group. Overall, there is a gender balance in the organization, as a result of the equal opportunities present in the Foundation. With regards to age, the majority of employees is between 30 and 50 years old.

COUNTRY	Percentage of employees by gender		Percentage of employees by age group		
	Men	Women	Under 30 years old	Between 30 and 50 years old	Over 50 years
Spain	36%	64%	7%	79%	14%
El Salvador	59%	41%	46%	51%	3%
Senegal	29%	71%	0%	100%	0%
Cambodia	83%	17%	17%	66%	17%
India	33%	67%	33%	67%	0%
Mali	79%	21%	4%	86%	10%
Philippines	56%	44%	26%	73%	1%
Bangladesh	35%	65%	25%	72%	3%
Bolivia	53%	47%	18%	76%	6%
Ecuador	63%	37%	42%	58%	0%
Nicaragua	49%	51%	29%	61%	10%
Guatemala	67%	33%	42%	52%	6%
Peru	58%	42%	42%	42%	16%
Burkina Faso	41%	59%	12%	81%	7%
TOTAL	47%	53%	28%	67%	5%

Source: Human Resources

Intervida prioritizes the hiring of **local employees** in the countries where we work. As reflected in the following table, expatriates represent only 1% of the country staff.

COUNTRY	Local staff	Expatriate staff
El Salvador	270	0
Senegal	5	2
Cambodia	5	1
India	2	1
Mali	27	2
Philippines	98	0
Bangladesh	372	0
Bolivia	16	1
Ecuador	37	1
Nicaragua	72	0
Guatemala	33	0
Peru	18	1
Burkina Faso	72	3
TOTAL	1,027	12

Source: Human Resources

The table below reflects, in greater detail, the **diversity of Intervida staff in Spain**, as broken down by professional category, age, gender and country of origin.

The majority of employees are between 30 and 50 years old. In terms of gender, there is a relative balance of men and women, with the latter group being the larger. Finally, we can observe that 11% of employees are from non-EU countries and that these are distributed across different professional categories.

DISTRIBUTION OF EMPLOYEES BY PROFESSIONAL CATEGORY 2012

	Total	Gender		Age			Country of origin	
		Women	Men	Under 30 years old	Between 30 and 50 years old	Over 50 years	European Union	Non – European Union
Upper management	5	40%	60%	0%	20%	80%	100%	0%
Managers	18	44%	56%	0%	83%	17%	94%	6%
Specialists, technicians and administrators	81	65%	35%	6%	87%	7%	93%	7%
Administrative support	25	92%	8%	8%	76%	16%	80%	20%
Warehouse employees and cleaning services	9	11%	89%	33%	45%	22%	67%	33%
Total	138	63%	37%	7%	79%	14%	89%	11%

Source: Human Resources

The Foundation's diversity is also reflected in the **upper management**, although to a lesser degree than the rest of the staff.

As shown in the table above, the **Executive Committee** is quite balanced in terms of gender (40% women and 60% men), but not in terms of age group (80% are over 50 years old and only one member is between 30 and 50 years old).

On the other hand, despite Intervida's commitment to hiring local staff in the countries, only 40% of the **Country Delegates** are local; the other 60% are expatriates. In terms of gender diversity, 40% are women and 60% are men.

Finally, the composition of the Board of Trustees does not reflect the diversity present in the rest of the organization, since all members are men above 50 years old.

Health and Safety (LA6)

Fundación Intervida España has an Occupational Health and Safety Committee in compliance with Law 31/1995, of November 8, on Occupational Risk Prevention.

The committee is formed, in equal representation, by three union delegates and three employees appointed by the Executive Committee. The committee holds quarterly meetings to address issues related to occupational risk prevention and serves all work centers in Spain.

The committee works to prevent, control and advise on health and safety issues in the workplace. The following is a brief listing of key actions undertaken in 2012:

- ▶ Risk assessment and planning of technical actions in all work centers in Spain.
- ▶ Report on physical climate of all work centers in Spain.
- ▶ Drafting of an emergency protocol, drills execution and creation of a committee to discuss how to improve evacuation procedures in the Head Office.

On the other hand, in the rest of the countries where Intervida is active, occupational risk prevention is regulated either by national law, as in the case of El Salvador, India, Nicaragua and Peru, or by an internal regulation on occupational risk prevention, as in the case of Senegal, Cambodia, Mali, Philippines, Bangladesh, Bolivia and Guatemala.

In any event, the Foundation provides the prevention and security measures needed to avoid occupational risks and facilitate adequate individual protection equipment to those employees who require it.

Moreover, we are in the process of developing a **Safety Policy** for the entire organization. To this effect, we have formed an international team formed by members of both the Head Office and the program countries responsible for:

- ▶ Analyzing the situation and context of the program countries.
- ▶ Assessing existing risks in each country.
- ▶ Identifying and evaluating the teams' vulnerabilities in terms of safety.
- ▶ Implementing Protection Plans in each of the regions where Intervida works.

Professional development and training (LA10, LA12)

Staff **performance appraisals** are carried out for employees in Spain on a half-yearly basis and include three main elements:

- ▶ A job description which has been defined jointly between the Human Resources Department and the head of the corresponding division.
- ▶ A competencies development evaluation for each employee in function of the job held; this is done using tools implemented by the Human Resources Department.
- ▶ Assessment of the achievement of the annual performance objectives established for each job and the corresponding department; the assessment is made by the head of the respective division and the employees themselves.

All Intervida Spain employees are subject to periodic performance appraisals.

Moreover, in the interest of fostering our staff's professional development, we promote **ongoing training** which ensures that our staff's skills and competencies are up to date.

This professional training is provided to Intervida staff in all countries, in order to ensure optimal job performance throughout the organization.

The table below shows the average hours of training received by Intervida Spain employees by professional category. This includes both internal training given by Intervida staff and external courses given by other teachers or organizations.

TRAINING 2012	
Professional categories	Average hours per employee per year
Upper management	65.10
Managers	55.87
Specialists, technicians and administrators	55.14
Administrative support	46.97
Warehouse employees and cleaning services	12.94
Total	51.65

Source: Human Resources

It should be underlined that Intervida prioritizes **training** on human rights and **child rights** (HR3). More specifically, the general aim of child rights training is to provide staff with theoretical and practical tools so that they can incorporate a rights-based approach and a protection framework in their daily work.

All Intervida Spain staff received child rights training between 2011 and 2012.

This training was also provided to the Country Delegates and Technical Project Coordinators in the program countries.

HUMAN AND CHILD RIGHTS TRAINING 2012	
Hours of training on human and child rights	1,267
Number of employees trained	103
% of employees trained	75%
Number of hours per employee trained	12.30

Source: Human Resources

6.2 Volunteers (LA1)

Intervida relies on its volunteer program to help strengthen the organization's ties with society; we believe that volunteers bring added-value to our organization and are agents of the social changes which we seek to produce.

Intervida promotes volunteering as a way of building active and committed citizenship.

Currently, the volunteer program is active in all of the regional delegations in Spain and is involved in development education and awareness-raising activities.

The information below shows the evolution of volunteer participation in terms of geographic location and level of participation:

- ▶ **Part-time volunteers:** volunteers who participate on a weekly basis (less than 30 hours per week).
- ▶ **Sporadic volunteers:** volunteers who collaborate in specific tasks on an irregular basis.
- ▶ **Corporate volunteers:** volunteers from companies who participate occasionally in activities.

VOLUNTEERS BY CATEGORY				
Year	Part-time	Sporadic	Corporate	Total
2012	4	101	0	105
2011	1	73	12	86

Source: Volunteer Department

Regional delegation (Intervida Spain)	Number of volunteers in 2011	Number of volunteers 2012
Catalonia	59	79
Madrid	19	10
The Basque Country	4	3
Valencia	2	4
Andalusia	1	4
Galicia	1	5
TOTAL	86	105

Source: Volunteer Department

Intervida selects its volunteers and concentrates their participation primarily in two activities, educational workshops and events, both of which form part of the actions undertaken by the Development Education and Awareness Departments.

Participation

Volunteers' participation is measured in terms of "volunteer actions", whereby each action equals the participation of one volunteer in an activity.

Below is a breakdown of the actions undertaken by volunteers by type of activity: workshops or events.

2011-2012 Course	Volunteer actions	Number of volunteers	Actions per volunteer
WORKSHOPS	207 actions	69 volunteers	3 actions/person
EVENTS	166 actions	36 volunteers	5 actions/person

Source: Volunteer Department

Training (LA10)

All volunteers receive four hours of basic institutional training, which is given internally and focuses on general knowledge about the Foundation and basic concepts related to development and child rights.

Specific training is provided to all volunteers who engage in activities or workshops outside of the organization, such as storytelling, recycling, educational values, etc.

The internal training sessions given to Intervida staff are also open to volunteers.

On average, volunteers receive eight hours of training per year. The following table details the number of basic institutional training sessions given in 2012:

VOLUNTEER TRAINING		
Regional delegation	Number of trainings	Number of participating volunteers
Catalonia	13	118
Madrid	2	16
The Basque Country	1	3
Valencia	1	8
Andalusia	1	8
Galicia	1	5
TOTAL	19	158

Source: Volunteer Department

6.3 Internal communication, complaints and feedback (GRI 4.4, NGO2, NGO9)

Employees

Intervida has different internal communication channels to facilitate the exchange of information across the entire organization, contribute to improving efficiency in our work, and encourage staff to present their feedback and complaints to management.

In 2012, the organization developed a new intranet system—**Intervida Space**—to facilitate internal communication between employees in the Head Office,

INTERVIDA SPACE

In one of the annual satisfaction surveys, employees gave a poor evaluation to the Foundation's internal communication.

In response to this feedback, the Human Resources Division undertook the creation of a new intranet, *Intervida Space*, which was launched in 2012 with new functionalities adapted to the organization's internal communication needs.

the regional delegations in Spain and the country delegations.

This tool has multiple functions:

- ▶ It is a portal for internal news which makes it possible to distribute up-to-date information to the entire team.
- ▶ It is a space for sharing files and documents.
- ▶ It is a technological tool which facilitates interaction between users around the world through working groups, forums and comments related to published information.

All Intervida delegations around the world have their own page within the global intranet. The foundation-wide implementation of the intranet makes it possible to share information between different work centers and to ensure that corporate information has a more global reach.

Moreover, employees receive periodic **e-mails** informing them of official communications, human resources issues and interesting updates to the intranet.

On the other hand, an annual internal **employee satisfaction survey** is conducted in which employees are encouraged to make recommendations and express their concerns or grievances. The survey is used to measure staff wellbeing, identify satisfactory and unsatisfactory aspects of the working environment and plan actions for improvement.

The satisfaction surveys are conducted in all Intervida delegations in Spain and abroad.

The surveys are conducted periodically so that the organization can monitor employee satisfaction and assess the results of actions for improvement.

In Spain, the Human Resources Department analyzes the results obtained in the satisfaction survey and communicates those aspects and proposals for improvement to the Executive Committee, which then evaluates the results and takes the appropriate measures. The results are made public to the entire staff.

Employees in Spain are also represented by the **Work Council**, which is selected through regular elections. The Work Council is entrusted with defending the collective interests of the employees, negotiating working conditions for staff in Spain and expatriates, and for participating in resolving conflicts between staff and management. Likewise, the Work Council acts as the main interlocutor between staff and the executive management and the Board of Trustees.

Volunteers

Volunteers also have **access to the intranet** so that they can stay up to date on institutional news and use the work tools offered by Intervida Space.

PHILIPPINES

The employee satisfaction survey conducted in the Philippines revealed a lack of internal training on several work-related issues and the need to improve the performance appraisal. In response to these findings:

- ▶ Training courses were increased.
- ▶ A more transparent performance appraisal was established.

In 2012, a group of volunteers designed and produced an **educational game** called *And now, what do I do?* which is aimed at raising children's awareness of the right to education. The volunteers proposed that the awareness activities be extended to include libraries and play centers in Catalonia. The proposal was accepted and the game was implemented in eight libraries.

Volunteers also have their own **evaluation** mechanism, which is based on appraisal sessions and surveys.

Coordinators and volunteers meet to discuss and assess the work being carried out by the team. The volunteers also complete assessment surveys. Four evaluation sessions were conducted during the 2011-2012 school year.

The aim of the sessions is to obtain volunteers' assessment in terms of:

- ▶ The public awareness goals of each event or workshop.
- ▶ Their degree of satisfaction with the volunteer actions.
- ▶ The degree to which their expectations have been met.
- ▶ Their satisfaction with the orientation process, the information received about the Foundation and specific training on the volunteer action.

In December 2012, a group of volunteers concerned with the economic crisis (which has also affected the Foundation) decided to create a document which presented new projects which could potentially open the door to **new funding sources**. This proposal was presented to the Executive Committee, which greatly appreciated the contribution and programmed a joint work session.

Finally, volunteers can channel their feedback and complaints through the Volunteer Coordinator, who then communicates their requests, suggestions and complaints to the division's director.

Complaints and Feedback Policy

Intervida staff and volunteers can also express their complaints and feedback through the mechanisms established in the [Complaints and Feedback Policy](#), which is applicable to the entire organization.

These internal complaints and feedback are handled according to the procedure established by the policy. However, each country creates its own internal norms for regulating the complaints and feedback mechanisms, in accordance with the principles established by the policy.

As the Complaints and Feedback Policy indicates, in the year 2013 an internal mailbox will be made available to employees and volunteers in Spain so that they can submit their complaints and feedback anonymously, if so desired.

Code of Conduct for Working with Children (GRI 4.8)

Intervida has developed a [Code of Conduct for Working with Children](#), within the framework of its Child Protection Policy.

The code is designed to regulate the conduct of the people associated with Intervida who come into contact with children and young people, with the ultimate goal of protecting them and preventing them from harm.

The code applies to all remunerated and non-remunerated members of the Intervida workforce who are hired in or tied with Spain, including employees and volunteers whose activities place them in contact with children in Spain or in the field.

The code establishes protocols for responding to suspected or reported cases of violence against children. These include investigation by a Protection Committee; recording of offenses and application of penalties in function of reported conduct; reporting of criminal offenses to competent authorities; and support for children and young people.

All remunerated and non-remunerated Intervida staff is obliged to report any well-founded suspicion or any abusive act against children to their immediate supervisor without delay.

In the case that suspected conduct by staff or volunteers constitutes a severe offense, the suspect will be suspended from work or collaboration with the organization as a precautionary measure until the investigation has been concluded.

The Protection Committee will open the corresponding investigation and assess the evidence relating to the reported conduct. In function of its evaluation, the committee will determine which type of offense, if any, has been committed and the corresponding penalty to apply, as based on the disciplinary procedure and penalty criteria established by the code.

7 ECONOMIC DIMENSION

7.1 Resource allocation (GRI 2.8, NGO7)

Intervida's economic resources are allocated through an annual budget for the entire organization, in compliance with the internal regulations established to this effect and in accordance with the requirements set forth in Title III of Law 4/2008 on Foundations.

The resource allocation by country and project is also based on each country's Annual Operating Plan, which includes the plan and budget for the year. The Annual Operating Plan details each project's activities and the resources needed to implement them, including the economic budget.

Below is a summary of the financial information corresponding to the 2012 fiscal year, including expenditure distribution.

Intervida's financial statements and annual accounts have been prepared according to the criteria established in the *Plan de contabilidad de las fundaciones y las asociaciones sujetas a la legislación de la Generalitat de Catalunya* (Accounting Plan for Foundations and Associations subject to the Legislation of the Generalitat of Catalonia). These standards have, in turn, been adapted to the International Financial Reporting Standards (IFRS), which used to prepare the financial statements of Intervida's country delegations.

Balance Sheet

ASSETS (in thousands of euros)	FINANCIAL YEAR 2012	FINANCIAL YEAR 2011
NON-CURRENT ASSETS	50,457	52,652
Intangible fixed assets	331	390
Tangible fixed assets	2,424	2,270
Long-term financial investments	47,702	49,745
CURRENT ASSETS	68,542	71,346
Stock	201	263
Users, patrons and debtors of the activities and other receivable payments	132	33
Short-term investments in entities in and associated with the group	1,068	114
Short-term financial investments	65,869	68,357
Short-term accrual investments	81	94
Cash and other equivalent liquid assets	1,191	2,485
TOTAL ASSETS	118,999	123,998
EQUITY AND LIABILITIES (in thousands of euros)	FINANCIAL YEAR 2012	FINANCIAL YEAR 2011

EQUITY		117,091	122,247
Equity		117,083	122,160
Adjustments for change in value		8	87
NON-CURRENT LIABILITIES		137	102
Long-term provisions		136	100
Long-term debts		1	2
CURRENT LIABILITIES		1,771	1,649
Short-term debts		8	9
Debts with credit entities		3	6
Other financial liabilities		5	3
Commercial creditors and other payable items		1,763	1,638
TOTAL EQUITY AND LIABILITIES		118,999	123,998

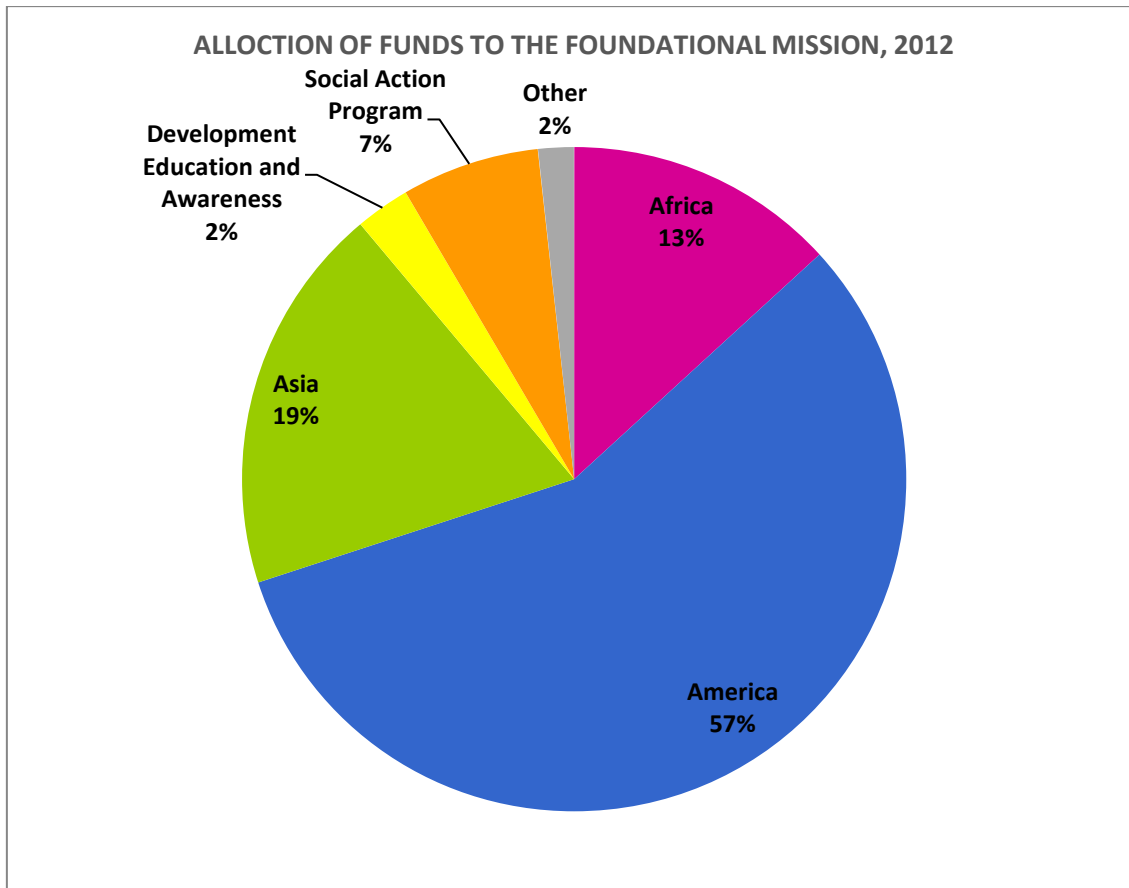
Source: Finance Department

Profit and Loss Statement

PROFIT AND LOSS STATEMENT (in thousands of euros)	FINANCIAL YEAR 2012	FINANCIAL YEAR 2011
Income by activity	29,329	33,715
Merchandising sales	2	24
Periodic income	28,001	32,275
Income from promotions, sponsors and collaborators	76	83
Official grants for activities	3	-
Other subventions, donations and legacies transferred to the balance	121	15
Donations and other sources of income for activities	1,124	1,333
Other income	2	5
Income derived from assets	4,784	4,766
TOTAL INCOME	34,113	38,501
International development	(27,178)	(23,112)
Delegations	(21,366)	
El Salvador	(4,750)	
Mali	(665)	
Senegal	(818)	
Philippines	(2,073)	
Cambodia	(424)	
Bangladesh	(1,873)	

India	(75)	
Bolivia	(1,638)	
Ecuador	(802)	
Nicaragua	(1,705)	
Peru	(2,382)	
Burkina Faso	(1,524)	
Guatemala	(2,637)	
Other	(5,812)	
Guatemala	(582)	
India	(1,097)	
Colombia	(247)	
Burkina Faso	(70)	
Ghana	(33)	
Palestine	(200)	
Benin	(396)	
Bolivia	(380)	
Cambodia	(12)	
Ecuador	(618)	
Madagascar	(80)	
Gambia	(52)	
Mozambique	(45)	
Mali	(127)	
Paraguay	(55)	
Peru	(1,100)	
Senegal	(178)	
Togo	(20)	
Spain	(12)	
Other countries	(508)	
Development Education and Awareness	(786)	(1,060)
Social Action Program	(1,999)	(1,941)
TOTAL EXPENSES FOR FOUNDATIONAL ENDS	(29,963)	(26,113)
Personnel expenses	(4,285)	(4,648)
Operating costs and other results	(5,042)	(2,894)
TOTAL NECESSARY COSTS	(9,327)	(7,542)
RESULT OF THE FISCAL YEAR	(5,177)	4,846

Source: Finance Department



7.2 Fundraising (NGO8, PR6)

Intervida's income comes from private donations—sponsor membership fees and periodic donations—and accounts for 82.31% of the total income for the 2012 period.

The Foundation has not received any in-kind donations during the reporting period and has received grants in the amount of three thousand euros, which represents 0.01% of its total income.

Intervida's other **funding sources** represent an insignificant percentage of its total income; the Foundation does not have large-scale donors among its funding sources and its funds are derived mainly from small donations.

The table below presents the organization's 2012 funding sources by category.

SOURCES OF FUNDING BY CATEGORY	Monetary value (in thousands of euros)	Percentage
Income by activity	29,329	86%
Merchandising sales	2	0.01%
Sponsor fees and individual private donations	28,077	82.31%
Official grants	3	0.01%
Legacies	121	0.35%
Other donations	1,112	3.26%

Intervita Onlus (Italy)	1,081	3.17%
UNICEF (El Salvador)	31	0.09%
Corporate sponsors	12.27	0.04%
Impresora centroamericana S.A de C.V. (El Salvador)	11	0.03%
Bankia, S.A	0.97	0.00%
Nova Calefacción, S.L.	0.3	0.00%
Other income	2	0.01%
Income derived from assets	4,784	14%
TOTAL	34,113	100%

Intervida has established the basic principles which regulate its **fundraising** activities in its [Ethical Code](#) (PR6).

These principles refer to the standards which regulate our communication and fundraising actions. More specifically, the Ethical Code establishes that the Intervida's communication will respect the principles of participation and non-discrimination, with special care taken in communication involving children. With regards to fundraising, the code establishes that these activities shall be based on transparency and respect, and shall guarantee that any relationship with private companies should not enter into conflict with our institutional mission and values.

Moreover, through its Quality Management and Social Responsibility Policy, Intervida commits to respecting the ethical codes of the sector, in the interest of upholding a respectful and responsible image.

7.3 Economic-financial control and anti-corruption mechanisms (NG07, SO3, SO4)

Intervida has a system of **internal control** which guarantees the exhaustive monitoring of the economic resources managed in Spain and the funds sent to the country delegations and partners with whom we work.

Intervida's system of economic and financial control is based on two types of activities: budget control and internal audit.

- ▶ The **budget control** allows for regular monitoring of the Foundation's economic situation, and is carried out based on a general budget. Budget control is also applied to each country through a month-by-month annual planning which provides information on the use of funds in the different countries and projects.
- ▶ The **internal audit** aims to verify the proper application of resources and confirm the effective performance of management processes.

AUDIT

A total of six internal audits were conducted in 2012, three of them in the country delegations.

Furthermore, an independent firm audits the Foundation's annual accounts each year. The 2012 audit was undertaken by *Pricewaterhousecoopers*.

Finally, the annual accounts are presented to the *Protectorado de Fundaciones de la Generalitat de Catalunya*, in which Intervida is legally registered.

The audits also include aspects to prevent the risk of fraud or corruption, given that they aim to guarantee compliance with the Foundation's procedures and internal regulations.

In terms of **managing risks related to corruption**, Intervida's [Ethical Code](#) establishes the organization's zero-tolerance policy regarding corruption and states its commitment to undertaking those activities which are needed to avoid, detect and reprove possible bad practices which may take place both within and surrounding the organization.

Furthermore, the anti-corruption principles established in the Ethical Code have been made public to the entire workforce and the document is accessible on the intranet. The code is also available to all stakeholders on our website.

More specifically, Intervida has established administrative management procedures and economic control processes throughout the organization in order to reduce the risk of possible corruption.

Both Intervida Spain and the country delegations have a purchasing procedure for acquiring products and services which establishes the obligation to request three quotes from three different suppliers for all purchases exceeding an established amount. This procedure aims to guarantee transparency in the acquisition of purchases and services, and to ensure the purchase of those products and services which present the best quality-price ratio.

Likewise, the organization has documented procedures which define key processes, including annual budget planning, control in the application of funds, and the remittance of funds to the country delegations and partners. Cash-flow procedures are also applied to avoid inappropriate use of funds, including periodic bank reconciliation, joint signatures for operations, and the regulation of cash movements in the entire organization.

And while specific anti-corruption training has not been given to all staff, all employees are aware of the established procedures, as well as the modifications made to the Ethical Code, which is compulsory to all members of the Foundation.

Personnel in the Purchasing, Finance and Administration Departments have received specific training on the procedures and internal regulations applicable in their jobs.

TRAINING

In 2012, all employees in the Internal Control Division participated in a training course on internal auditing, which addressed the following issues:

- ▶ Improved functions and activities of the internal audit.
- ▶ Risk identification and management, including risks related to fraud and bribery.

8 ENVIRONMENTAL DIMENSION

Intervida is committed to the environment. As such, it works to develop its activities in a sustainable way and to reduce their impact on the environment.

Below is a summary of the main data available on Intervida Spain's environmental impact. This year's report compiles and analyzes information from the Head Office and the regional delegations in Madrid, the Basque Country, Catalonia and Andalusia (whose offices are used exclusively by the Foundation).

8.1 Energy consumption (EN4)

Intervida's main source of energy is electricity provided by electric companies, whose characteristics correspond to the Spanish electricity mix (IDAE⁵).

The information provided about the indirect energy acquired and consumed includes Intervida's Head Office and central warehouses, as well as the regional delegations in Madrid, the Basque Country, Catalonia and Andalusia.

INDIRECT ENERGY CONSUMPTION 2012	Electricity in gigajoules (Gj)
Head Office – Barcelona	962.96
Delegation – Madrid	35.88
Delegation – Basque Country	25.15
Delegation – Catalonia	21.56
Delegation – Andalusia	14.58
TOTAL	1,060.12

Source: Utility Company billing

8.2 Paper consumption

Given the nature of its activities, the main material used by Intervida—in both its internal office communication and in its communication with collaborators and the general public—is paper.

The following table shows the total paper consumed in Spain in 2012, including that used for office activities, Intervida Magazine, the Annual Activities Report, SOL Magazine and other institutional material such as triptychs and flyers.

The total paper consumption decreased by 36% from 2011 to 2012.

PAPER CONSUMPTION 2012	Kg	%	CO ₂ e emissions
100% recycled paper	47,209	94.38%	84.86 t CO ₂ e
100% un-recycled paper	2,809	5.62%	7.95 t CO ₂ e
TOTAL	50,018	100%	92.80 t CO₂e

Source: Purchasing Department

⁵ Institute for Energy Diversification and Saving (www.idae.es), Ministry of Industry, Energy and Tourism.

8.3 Transportation (EN29)

Business-related travel

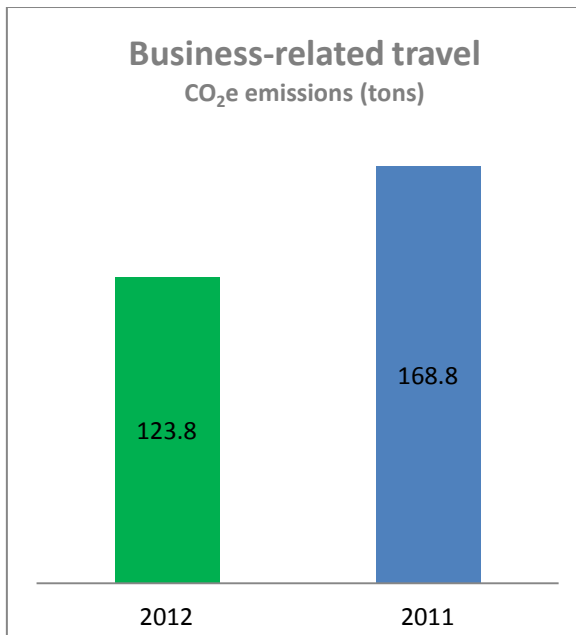
Intervida's activities require that some of its employees travel within Spain and Europe and to our program countries in Asia, Africa and America.

The following table shows the business-related travel undertaken by Intervida Spain employees, including expatriate staff.

Between 2011 and 2012, Intervida reduced CO₂e emissions from business-related travel.

BUSINESS-RELATED TRAVEL 2012		
Type of transport	Km /year	Kg CO ₂ e
Train	89,139	2,108.08
Airplane	1,405,751	118,656.26
Bus	488	9.46
Van	15,951	3,094.49
TOTAL	1,511,329	123,868.29

Source: Travel Support



Commuter travel

The data below shows the environmental impact of the daily commute of Intervida's employees in Spain.

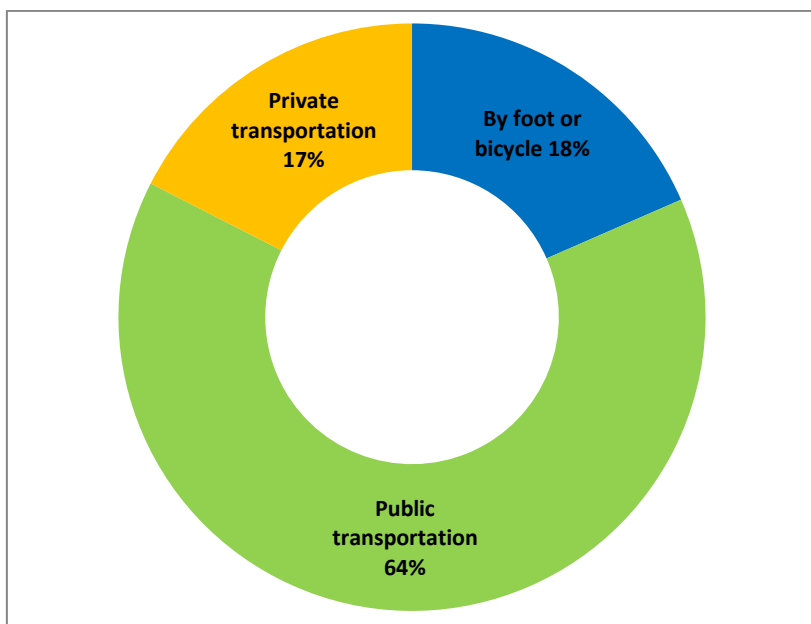
The data has been calculated through an employee survey which asked about daily commuting habits, including origin, destination and the type of transportation habitually used.

The total CO₂e emissions have been calculated based on survey results taking into account the total number kilometers traveled and the type of transportation used. The total impact has been estimated in function of the annual average workplace attendance.

COMMUTER TRAVEL 2012

Total employees in Spain	135
Surveyed employees	103
Type of transport used	
Public transportation (% employees)	64%
Private transportation (% employees)	17%
By foot or bicycle (% employees)	18%
CO ₂ e EMISSIONS IN COMMUTE	
CO ₂ e Emissions (tons/year)	43.65 t CO ₂ e
CO ₂ e emissions by public transportation (tons/year)	24.18 t CO ₂ e
CO ₂ e emissions by private transportation (tons/year)	19.46 t CO ₂ e
CO ₂ e emissions per employee (tons/year)	0.32 t CO ₂ e

Source: Social Responsibility

**Transport of materials**

For the 2012 reporting period, we have included the environmental impact of transporting the materials which Intervida uses in its activities.

This includes materials sent between the Head Office and the country delegations, and is based on data provided by the transportation provider. This category has been included in Scope 3 of the Foundation's carbon footprint.

The transport of materials in 2012 has generated 36.8 tons of CO₂e.

8.4 Waste (EN22)

The following table indicates the amount of treated waste generated by the Head Office. The data on the amount of waste, expressed in kilograms, has been provided by the company responsible for the specific treatment and disposal of these materials.

WASTE 2012	Kg
Electrical appliances and computers	100 Kg
Plastic containers and aluminum cans	1,105 Kg
Toner	17.85 Kg
Fluorescent bulbs	20 Kg

Source: Purchasing Department

The waste generated by the regional delegations in Spain is extremely low and comparable to domestic use; as such, they dispose of waste directly in the corresponding municipal containers.

Paper and cardboard used in the Intervida offices are collected for recycling.

Internally, the Foundation promotes the reduction of dispensable materials and containers, reutilization of materials, the use of recycled materials and the recycling of waste, especially those which require special treatment and disposal.

8.5 Intervida's carbon footprint (EN16, EN17)

In our commitment to improving the environmental impact of our activities, Intervida has calculated greenhouse gas emissions (GHG) resulting from our activities in Spain.

To calculate the organization's carbon footprint, we use the Corporate Standard and the Corporate Value Chain (Scope 3) Standard supplement to the GHG Protocol.

The boundary applied to the calculation, from an operational control perspective, includes all those activities carried out in Spain: national and international travel and the activities of local offices and other installations over which Intervida has complete control.

More extensive information was gathered in 2012, thus resulting in a more precise calculation for this reporting period. In Scope 2, we have added the offices of the Andalusia and Catalonia Delegations, in addition to the Head Office and regional offices in Madrid and Bilbao. And within Scope 3, we have included GHG emissions generated by transporting materials between the Head Office and the country delegations.

The following table details the emission factors used to calculate the carbon footprint, according to activity data and the emissions factors based on global warming potential in tons of CO₂ equivalent.

EMISSION FACTORS			
Activity Type	Activity data	Emission factor	Source
AIR CONDITIONING	– Kg according to type of refrigerant gas and machinery	Annual ratio of leaks according to type of machinery and emission factor according to type of refrigerant gas.	IPCC data DEFRA (UK Department for Environment Food and Rural Affairs) calculation method
ELECTRICITY CONSUMPTION	MW-h electricity	0,34 t CO ₂ e	IDAE Data – Spanish Ministry of Industry, Tourism and Trade
PAPER CONSUMPTION	Kg paper by type and composition	<i>Paper Calculator</i>	<i>Environmental Paper Network</i>
TRANSPORTATION	Origin and	ICAO - Carbon	ICAO – <i>International Civil</i>

	destination for airplane travel	<i>emissions calculator</i>	<i>Aviation Organization</i>
	Km motorcycles and motorbikes According to cylinders	Emissions factors according to cylinders	Practical guide for calculating GHG emissions – <i>Oficina Catalana de Canvi Climàtic (Generalitat de Catalunya)</i>
	Km car/van	204.34 gCO ₂ e / passenger x km	
	Km urban bus	82.81 gCO ₂ e / passenger x km	
	Km metro	39.53 gCO ₂ e / passenger x km	
	Km local train	35.97 gCO ₂ e / passenger x km	
	Km railway train	23.98 gCO ₂ e / passenger x km	
TRANSPORT OF MATERIALS	Tons of merchandise / Km traveled	Tool for calculating transport emissions.	

The data for Intervida's 2012 carbon footprint is presented side-by-side with data for 2011, which was established as the baseline year for the Foundation's carbon footprint.

CARBON FOOTPRINT				
CO₂e EMISSIONS	2012		2011	
	kg	tons	kg	tons
SCOPE 1	17,740.6	17.7	21,403.2	21.4
Fixed combustion: Heating	0.0	0.0	12.9	0.0
Mobile combustion: Van	3,094.5	3.1	3,909.7	3.9
Fugitive emissions: A/C	14,646.1	14.6	17,480.7	17.5
SCOPE 2	88,343.7	88.3	73,280	73.3
Electricity consumption	88,343.7	88.3	73,280	73.3
Head Office - Barcelona	80,247.0	80.2	69,810	69.8
Delegation – Madrid	1,796.4	1.8	2,470	2.5
Delegation – The Basque Country	2,989.8	3.0	1,000	1.0
Delegation – Andalusia	2,095.8	2.1	0	0
Delegation – Catalonia	1,214.7	1.2	0	0
SCOPE 3	281,301.1	281.3	343,895.6	343.9
Business travel	120,773.8	120.8	164,907.9	164.9
Air travel	118,656.3	118.7	162,431.2	162.4
Train travel	2,108.1	2.11	2,476.7	2.5
Bus travel	9.5	0.01	0.0	0.0
Commuter travel	43,646.3	43.6	44,860	44.9
Public transportation	24,183.2	24.2	21,080	21.1
Personal transportation	19,463.1	19.5	23,780	23.8
Transport of materials	36,846	36.8	-	-

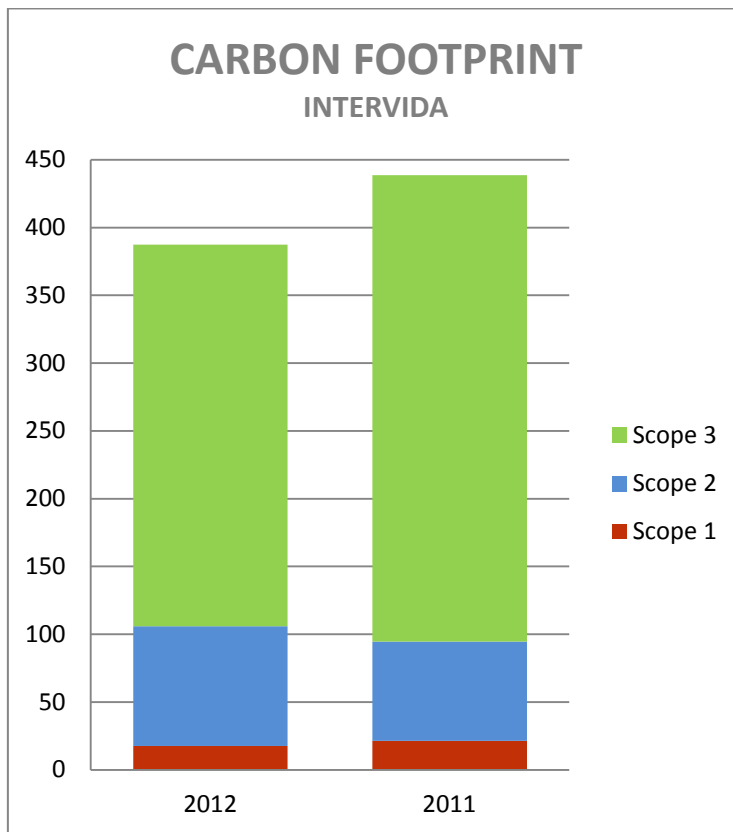
Paper consumption	80,035.0	80.0	134,127.7	134.1
Office paper	10,798.7	10.8	10,298.81	10.3
Graphic material	69,236.3	69.2	123,828.9	123.8
TOTAL	387,385.4	387.4	438,578.8	438.6

Source: Social Responsibility

The graph below shows the evolution of Intervida's carbon footprint between 2011 and 2012. The CO₂e emissions have been reduced by a total of 11.7%, with a significant reduction in emissions related to Scope 3 (18.2%).

However, the emissions in Scope 2 have increased. This is due to the inclusion of emissions generated by the offices in Seville and Barcelona, which were not used exclusively by the Foundation in 2011, as well as the addition of new space in the Head Office.

Item 8.6 below details the initiatives undertaken by Intervida to reduce greenhouse gases generated by its activities, and the results in each case.



8.6 Environmental initiatives (GRI 4.12, EN18, EN26, EN29)

In December 2012, Intervida renewed its commitment to the local environmental agenda run by Barcelona's City Hall, the [Citizen Commitment to Sustainability 2012-2022](#) (previously Agenda 21). This commitment is local in scope and is only applicable to the Intervida Head Office and the Delegation of Catalonia, both of which are located in Barcelona. However, the activities to reduce our environmental impact are applied in all regional delegations in Spain.

Intervida continues to carry out initiatives to reduce energy consumption and the use of products and materials; to promote recycling; and to reduce the environmental impact of staff travel. The aim of these initiatives is to contribute to more sustainable development.

Below is a summary of the actions and initiatives we have undertaken in 2012 to reduce Intervida's environmental impact and the results achieved over the course of the year. The environmental initiatives included in the table have been applied in Intervida Spain, both in the Head Office and the regional delegations.

ENVIRONMENTAL INITIATIVES		
Activity/Product	Actions	Results
Paper	<ul style="list-style-type: none"> ▶ Reuse and optimization of office paper use. ▶ Paper and cardboard recycling in all offices in Spain. 	<ul style="list-style-type: none"> ✓ 42% reduction in total paper consumption in 2012, as compared with 2011. ✓ 94% use of recycled paper.
Communication/ Paper	<ul style="list-style-type: none"> ▶ Use of new communication tools with collaborators and the general public. ▶ Increased use of corporate materials in electronic format. 	<ul style="list-style-type: none"> ✓ 44% reduction of CO₂e emissions from printed corporate material.
Travel	<ul style="list-style-type: none"> ▶ Approval of the Travel Policy. ▶ Optimization of business travel. ▶ Implementation of videoconferencing tools. ▶ Improved communication systems in the country delegations. 	<ul style="list-style-type: none"> ✓ 27% reduction in CO₂e emissions from business travel. ✓ 11.5% reduction in total business travel in 2012. ✓ 9.5% reduction in business travel in Spain.
Transport of materials	<ul style="list-style-type: none"> ▶ Reduced shipment of materials between the Head Office and the country delegations. 	<ul style="list-style-type: none"> ✓ Materials purchased primarily in each country, with purchases being made by the Head Office only in exceptional cases.
Awareness-raising	<ul style="list-style-type: none"> ▶ External awareness activities about environmental conservation. 	<ul style="list-style-type: none"> ✓ 18 "Games and Recycling" workshops for children in primary schools, civic centers and libraries. ✓ "Life is in the Water" exhibition held in four public centers.
Energy	<ul style="list-style-type: none"> ▶ Measures to increase internal awareness about use of electricity: shut down machines in <i>stand by</i> mode; turn off lights in empty rooms; etc. 	<ul style="list-style-type: none"> ✓ No direct reductions in energy consumption have been achieved; nonetheless, we continue our efforts to reduce electricity consumption.

	<p>▶ Information about the efficient air conditioning use. Maintaining of recommended seasonal temperatures in the office space and measures to optimize insulation.</p>	
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9 REPORT PARAMETERS

Intervida's Social Responsibility Report has been prepared according to the Global Reporting Initiative's G3 Sustainability Reporting Guidelines as specified in the NGO Sector Supplement.

The corresponding Technical Protocols have been used for each topic.

The **reporting period** (GRI 3.1) is 2012, although information from 2013 has been included when considered relevant for the contents and indicators. Likewise, reference has been made to previous years when necessary for contextualizing the information presented in this report.

The report content has been defined (GRI 3.5) with the input of all of Intervida's divisions, and takes into account the following aspects:

- ▶ Monitoring with respect to the 2011 report: evaluation and identification of areas of improvement and commitments made for the 2012 period.
- ▶ Evaluation of the comments of the Independent Review Panel.
- ▶ Recommendations from the General Assembly of the INGO Accountability Charter.
- ▶ Incorporation of relevant and comparable information which facilitates monitoring.

Moreover, in defining the report's contents and indicators, we have taken into account the feedback received from other members of the INGO Accountability Charter.

This report reflects Intervida's firm commitment to **transparency and accountability**, in that it explains how we undertake our action, including our strengths and weaknesses.

For this reason, this report has given priority to the following aspects:

- ▶ Intervida's objectives and application of the institutional values.
- ▶ The implementation of policies, procedures and management systems.

This report complements our Annual Activities Report and is **intended for all Intervida stakeholders**, primarily collaborators and donors, beneficiaries, staff, local partners, sector organizations and society at large.

The **report boundary covers the entire organization** (GRI 3.6, GRI 3.7) and consolidates information regarding Intervida's activities around the world, including the Head Office and regional delegations in Spain and the delegations in the program countries (see item 2.2 *Operational Structure*).

A description of the boundary has been given for each aspect and indicator, and limitations in scope have been noted when applicable.

The **changes** (GRI 3.8, GRI 3.11) to Intervida's operational structure described at the beginning of this report have not led to significant changes in the boundary and scope, since they have not produced changes in the Foundation's work operations. The delegations which have changed from associate organizations to branches were already operating as Intervida delegations prior to 2012. It is worth noting that the delegation in Guatemala has now been included in those indicators whose boundary covers the country delegations.

Still, the boundary of some indicators has been increased to give a more complete picture of the Foundation's performance; for example, all of Intervida's country delegations have now been included in indicators related to labor practices.

External **assurance** (GRI 3.13) of the report's economic dimension has been obtained. As indicated in item 7.3 *Economic-financial control*, all of Intervida's financial statements are audited annually by an independent auditing firm; in the case of 2012, the statements were audited by *Pricewaterhousecoopers*.

On the other hand, Intervida employs a Quality Management System which complies with the ISO 9001:2008 standards, and the Head Office holds a certificate issued by *Bureau Veritas*. The system is accompanied by a Quality Management Manual, which includes the policies and procedures for Intervida Spain, as well as those which are global in scope.

Moreover, the report is reviewed by the Independent Panel of the INGO Accountability Charter, which assesses whether or not the report complies with the Charter's guidelines and requirements and evaluates the institution's commitment to accountability and the evidence presented in the report regarding the organization's practices.

Report prepared by (GRI 3.4):

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10 MORE ABOUT INTERVIDA (GRI 2.1, GRI 2.4, GRI 2.6)

Fundación Privada Intervida is registered with the Registre de Fundacions de la Generalitat de Catalunya and regulated by Law 4/2008, of April 24, from the third volume of the Civil Code of Catalonia on legal entities under Title III on Foundations.

Intervida offices

INTERVIDA IN SPAIN

Intervida Head Office Delegation - Catalonia	C/ Pujades, 77-79. 08005 Barcelona
Delegation - Andalusia	C/ Feria 151, bajos. 41002 Seville
Delegation - Galicia	Coruña Bussiness. C/ San Andrés 143 Bajos. 15003 A Coruña
Delegation - Madrid	C/ Arturo Baldasano 26, bajos. 28043 Madrid
Delegation – Basque Country	C/ Cosme Etxebarrieta 7, bajos. 48009 Bilbao
Delegation - Valencia	C/ Maestro Clavé 1, 1º 1ª. 46001 Valencia

INTERVIDA INTERNATIONAL OFFICES

Africa

Burkina Faso	BP 119, Ouahigouya – Burkina Faso
Mali	Rue 544 (côté Est UNICEF) Quartier résidentiel Sécoura, Ségou – Malí
Senegal	Rue F x 5 Avenue Birago Diop Point E, Dakar BP 10339 – Sénégal.

America

Bolivia	Calle 17 N° 8190, zona de Calacoto, La Paz – Bolivia
Ecuador	Calle Aguirre N° 104 y Malecón, Guayaquil, CP 09-08-002 – Ecuador
El Salvador	6a, 10ª. Calle Poniente y 33 Av. Sur # 1729, Col. Flor Blanca, San Salvador – El Salvador
Guatemala	4a. Calle 3-16 Zona 1 Calle del Calvario, Santa Cruz del Quiché – Guatemala
Nicaragua	Altamira del Este, de donde fue la Distribuidora Vicky 300 metros al sur, lote # 7, Managua – Nicaragua
Peru	Calle Moscatel 180-190, Urbanización Las Viñas, Chincha Alta, Ica – Peru

Asia

Bangladesh	Road-34, House – 504, New D.O.H.S, Mohakhali, Dhaka – 1206 – Bangladesh.
Cambodia	#16ª, Street 490, Sangkat Phsar Doeum Thkow, Khan Chamkamorn, Phnom Penh – Cambodia.
Philippines	Benny Imperial Street (Alternate Road), Legazpi City (Albay), 4500 – Philippines.
India	Unit 103, Uma Shikhar Building 13th Road, Khar (w), Mumbai 400052 – India.

11 GRI CONTENT INDEX GRI GUIDE (GRI 3.12)

CODE	INDICATORS	PAGES / COMMENTS
1.Strategy and Analysis		
1.1	Statement from the most senior decision-maker of the organization.	4
2. Organizational Profile		
2.1	Name of the organization.	63
2.2	Primary activities.	10
2.3	Operational structure of the organization.	8
2.4	Location of organization's headquarters.	63
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	8
2.6	Nature of ownership and legal form. Details and current status of non-for-profit registration.	63
2.7	Target audience and affected stakeholders.	20 / 24
2.8	Scale of the reporting organization.	10 / 47
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	6 / 8
2.10	Awards received in the reporting period.	12
3. Report Parameters		
3.1	Reporting period for information provided.	61
3.2	Date of most recent previous report (if any).	2011 Social Responsibility Report, published in October 2012
3.3	Reporting cycle.	Annual
3.4	Contact point for questions regarding the report or its contents.	62
3.5	Process for defining report content.	61
3.6	Boundary of the report.	61
3.7	State any specific limitations on the scope or boundary of the report.	61
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	61
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	The measurement units are specified for each indicator, as are the data sources. The measurement techniques have also been described as necessary.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	There has been no re-statement of information provided in earlier reports.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	61
3.12	Table identifying the location of the Standard Disclosures in the report.	64
3.13	Policy and current practice with regard to seeking external	62

	assurance for the report.	
4. Governance, Commitments, and Engagement		
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.	6
4.2	Indicate whether the Chair of the highest governance body is also an executive officer. Report the division of powers between the highest governance body and the management and/or executives.	6
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Intervida does not have a unitary board structure. There is a division of powers between the Board of Trustees and the Executive Director. 6
4.4	Mechanisms for internal stakeholders (e.g. members) , shareholders and employees to provide recommendations or direction to the highest governance body.	43
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance.	6
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	6
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	15 / 26 / 45
4.10	Report on processes for appointment, dismissal and lengths of tenure of members/ officials in the highest governance body.	6
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	24 / 58
4.13	Memberships in associations (such as industry associations), coalitions and alliance membership , and/or national/international advocacy organizations in which the organization supports.	24
4.14	List of stakeholder groups engages by the organization.	20
4.15	Basis for identification and selection of stakeholders with whom to engage.	21
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	20
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	20
Program Effectiveness		
NGO1	Processes for involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.	28
NGO2	Mechanisms for feedback and complaints in relation to programs	25 / 43

	and policies and for determining actions to take in response to breaches of policies.	
NGO3	System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.	33
NGO4	Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.	29
NGO5	Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.	12
NGO6	Processes to take into account and coordinate with the activities of other actors.	35
Economic		
NGO7	Resource allocation	47 / 51
NGO8	Sources of funding by category and five largest donors and monetary value of their contribution.	50
EC7	Procedures for local hiring and proportion of senior management and workforce hired from the local community at locations of significant operation.	38
Environmental		
EN4	Indirect energy consumption by primary source.	53
EN16	Total direct and indirect greenhouse gas emissions by weight.	56
EN17	Other relevant indirect greenhouse gas emissions by weight.	56
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	58
EN22	Total weight of waste by type and disposal method.	55
EN26	Initiatives to mitigate environmental impacts and activities , products and services, and extent of impact mitigation.	58
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	54 / 58
Labor Practices and Decent Work		
LA1	Total workforce, including volunteers, by employment type, employment contract, and region.	37 / 42
NG09	Mechanisms for workforce feedback and complaints, and their solution.	25 / 43
LA4	Percentage of employees covered by collective bargaining agreements.	37
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	40
LA10	Average hours of training per year per employee by employee category.	40 / 43
LA12	Percentage of employees receiving regular performance career development reviews.	40
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	38
Human Rights		
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	41
Society		
SO1	Nature, scope, and effectiveness of any programs and practices	30

	that assess and manage the impacts of operations on communities, including entering, operation, and exiting.	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	51
SO4	Actions taken in response to incidents of corruption.	No incidents have been recorded. 6 / 51
Product Responsibility		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	23
PR6	Programs for adherence to laws, standards, and voluntary codes related to fundraising and marketing communications, including advertising, promotion, and sponsorship.	50 / 51
Gifts in Kind		
	Member organisations utilizing Gifts in Kind shall have policies that clearly describe the valuation and auditing methods used.	Intervida has not received or use in-kind contributions.

12 INGO ACCOUNTABILITY CHARTER PRINCIPLES IN THE SOCIAL RESPONSIBILITY REPORT

This report reflects our commitment to the principles of the INGO Accountability Charter. As such, the following table presents a summary of the principles as they are included in the contents and indicators of the report.

CHARTER PRINCIPLES	REFERRED TO IN REPORT
Respect for Universal Principles	In accordance with its institutional mission, Intervida “acts locally with the communities to promote sustainable social change by improving the living conditions of vulnerable populations, especially children, and acting upon the causes of poverty and inequality”. To do this, it develops its activities according to its institutional philosophy. Items <i>3.1 Primary activities</i> and <i>3.2 Principles and codes</i> describe Intervida’s activities and the principles upon which its actions are based.
Independence	Intervida’s form and legal registry is detailed in section <i>10 More about Intervida</i> . In item <i>2.1 Governance bodies / Good governance</i> , we explain the good practices undertaken by Intervida’s governance body to ensure the Foundation’s independence.
Responsible Advocacy	Item <i>3.2 Advocacy</i> describes Intervida’s positions and advocacy strategy, as well as the principles which guide the organization’s lobbying activities.
Effective Programs	Section <i>4 Intervida in society: our stakeholders</i> describes the engagement and participation of the Foundation’s stakeholders, especially item <i>4.1 Stakeholder and engagement of stakeholders</i> . Section <i>5 International Development</i> describes the processes and actions which Intervida undertakes to assess the effectiveness of its development projects and achieve its objectives. More specifically, the following items address program effectiveness: <ul style="list-style-type: none"> – <i>5.1 Development strategies: focus on children.</i> – <i>5.3 Programs for evaluating impact.</i> – <i>5.4 Systems for monitoring and evaluating projects.</i> – <i>5.5 Coordination with other actors.</i>
Non-discrimination	Item <i>5.2 Gender and diversity</i> describes how a gender perspective is incorporated in all of our development projects. Item <i>6.1 Workforce / Diversity</i> includes internal diversity indicators to ensure equal opportunities within the Foundation and the mechanisms to guarantee non-discrimination. We have included employees’ country of origin of (EC7) in this item.
Transparency	Intervida’s commitment to its stakeholders includes facilitating their submission of complaints and feedback. Item <i>4.2 Handling complaints and feedback</i> details measures for external feedback and item <i>6.3 Internal communication, complaints and feedback</i>

	<p>details measures for internal feedback. Both items include the Code for Working with Children.</p> <p>Information regarding the report is included in section 9 <i>Report Parameters</i>.</p>
Good governance	<p>Section 2. <i>Governance and structure</i> includes aspects regarding Intervida's governance bodies and their members.</p>
Ethical fundraising	<p>Information regarding fundraising is included in item 7.2 <i>Fundraising</i>.</p>
Professional management	<p>Aspects of economic management are included in section 7. <i>Economic Dimension</i>. More specifically, item 7.3 <i>Economic-financial control and anti-corruption mechanisms</i> detail the organization's control and management of economic resources.</p> <p>Section 6. <i>Our team</i> describes the Foundation's human resource management, staff and volunteers. In particular, the principle of Professional Management is addressed by items 6.1 <i>Staff / Health and Safety / Professional development and training</i> and item 6.2 <i>Volunteers</i>.</p>



Intervida

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