

Intermón Oxfam response to GRI comments:

2.7 “Target audience and affected stakeholders”

Comment: The report does not include information regarding the target audience.

RESPONSE TO COMMENT:

Intermón Oxfam works in the following regions: Latin America and Caribbean, West Africa, Horn, East and Central Africa (HECA), Magrib and Asia (fair trade and humanitarian aid). Our main stakeholders are people living in poverty for whom and with whom we work. Our target audience for this report and other affected stakeholders who may find it of particular interest are our partner organisations and allies, donors and supporters and the governments, institutions and organisations that we involve and our employees and volunteers.

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

Comment: More information is provided in this report than the previous one. However, it does not include information regarding how decisions are communicated to stakeholders or how feedback has reshaped policies/procedures.

RESPONSE TO COMMENT:

How decisions are communicated to stakeholders:

The MEL system management committees of the programs are composed by partners, IO staff and, in some cases, target population/primary change agents are also directly involved. These committees are in charge, among other functions, of ensuring a clear and correct direction of the programs. Therefore, during the meetings of these MEL management committees, decisions concerning the program are taken and duly communicated to the participating stakeholders. Then decisions are communicated to the communities with and for we work. For the operational interventions (directly implemented by Intermón Oxfam), Oxfam staff is in charge of this communication, while for interventions executed through partners, they are in charge of doing so. The means used to communicate may vary depending on the context, but generally the communications are done by the field staff through community meetings, contact with community leaders or community based organizations (CBO), or by direct exchange with individuals themselves.

How stakeholders' feedback reshape our policies and procedures:

The policies and procedures we develop are nourished with the experience in programs and the feedback we receive from partners and primary change agents. The information generated by the MEL management committees and by the evaluation exercises (internal, external or joint) carried out during the Program lifespan, are the main sources of feedback from de field we take into account to develop and reshape our policies and procedures.

The feedback received from stakeholders in the MEL management committees is compiled and reported to Headquarters by the Program Managers through the MEL Annual and biannual Program Report. The evaluations carried out at program level are transmitted to the HQ and in a biannual basis *metaevaluation* exercises on a specific topic are carried out by HQ staff, in order to ensure capitalization and learning of the results of evaluations and to provide useful information which allows us to shape policies and procedures.

“NGO3: Systems for program monitoring, evaluation and learning (including measuring programme effectiveness and impact), resulting changes to programs, and how they are communicated”.

Comment: More information is provided in this report than the previous one however, it does not include information on how adjustments are communicated

RESPONSE TO COMMENT:

As mentioned above, communication to partners and communities are done through the MEL management committees (mainly for partners) and through communication activities in communities carried out by Intermón Oxfam and/or partners' field staff.

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

Comment: More information is provided in this report than the previous one regarding the actions taken to achieve gender and diversity goals, but it does not include information on policies related to other types of diversity.

RESPONSE TO COMMENT

Diversity is integrated into the program cycle from the intersectionality approach. We make our focus on gender as it is one of the main variables of intersection (along with ethnicity, cast or social class and age) utilized in the distribution of privileges, prestige, power and a range of social and economic resources. However, the other identities (race, age, economic status...) from the point of view of discrimination, have differentiated characteristics and are therefore treated differently into the different phases of the program cycle.

“EN18: Initiatives to reduce greenhouse gas emissions and reductions achieved.”

Comment: More information is provided in this report than the previous one, however it does not distinguish between mandatory and voluntary reductions

RESPONSE TO COMMENT:

In reference to the proposals made by Oxfam International to reduce our CO2 emissions, we indicate below if their accomplishment is mandatory or voluntary for us as an affiliate (this has been decided by Intermón Oxfam, not by Oxfam):

- **MANDATORY:** “Each affiliate to have a director to taking responsibility for carbon management and reporting to their governance board,
- **VOLUNTARY:** Each affiliate to have as a minimum its own corporate policy on carbon management that sets out consumption targets, reporting mechanisms and activity management structures,
- **VOLUNTARY (in fact, we have recently decided that we will make carbon footprint evaluations every two years):** Affiliates to provide sufficient resources to allow for consistent carbon data capture and reporting.
- **MANDATORY:** Affiliates to provide sufficient resources to allow for the co-ordination/management of carbon management initiatives.
- **VOLUNTARY:** Affiliates to review their carbon management targets and make clear commitments to the confederation on these targets.
- **VOLUNTARY:** Targets for the OI confederation should only be agreed after each affiliate has confirmed their own set of targets”.

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

Comment: The report does not include any of the requested information

RESPONSE TO COMMENT:

Prior to entering the community, Intermón Oxfam carries out a process to identify the strategy and the actions that will be developed in the area of intervention. Both stages (program strategy definition and programming) include an assessment of risks and assumptions associated with the program and project to be implemented.

Firstly, Intermón Oxfam staff jointly with relevant actors who have been considered to be the most appropriate (including partners), work together in the definition of the Program strategy. For doing this, a change theory is proposed, specifying the change in the lives of excluded women and men which is the aim of the programme, and the route to achieve it (the changes in policies, practices and/or ideas and beliefs that must take place at the different levels), the main action lines and the contribution that is expected of the different change agents that participate in the programme. Once the programme's intervention strategy has been proposed, we do an analysis process that allows improvement of its quality and consistency, in order to reduce its vulnerability to risks, to improve its potential to influence change processes and to reinforce its sustainability. To this aim, the possibilities that the programme has of contributing to the planned changes will be analysed, crossing the intervention strategy with the external factors and the institutional capacity of the actors responsible for its implementation.

Secondly, once the Program strategy is defined, in order to make it operational, we establish management units (projects) which will be de actions to be executed at community level (and/or other levels). Projects are identified and draft in a logical framework who specify objectives, results, and activities, indicators/sources of verification and assumptions. Hence, again we look at risks and assumption at project level. To this end, we carry out a feasibility analysis and a risk analysis. The feasibility analysis intends to reduce the vulnerability of the intervention to risks, to improve its potential to influence the process of change, and to reinforce its sustainability. The risk analysis provides us with information about the external factors that can negatively affect the execution of the project and the achievement of its overall objective, purpose and results.

While operating in the community, all projects and program have a MEL system which is implemented by the MEL committee composed, generally, by Oxfam and partners staff. Partners and IO do a monitoring report in a six-monthly basis which is shared and analyzed by the MEL committee. This report includes a context analysis (how the context has change) and a look at unintended consequences of the work done, in order to identify possible negative effects and make decisions in time to avoid or minimized them.

While making decisions to exit de community. Following the project cycle logic, the moment to consider closure arises when: a) the objectives established in the project are fulfilled; b) the population recovers to their pre-crisis state (in Humanitarian Action); c) local capacities are able to offer the necessary support to these populations; d) the budget has finished and it is not possible to extend the funding; or d) IO development teams (for HA) or other development actors take over in the zone.

Specifically for humanitarian action interventions, exit strategy is designed and analysed at the phase of design.

How data is collected and by whom. The MEL matrix defined as a part of the MEL system of projects defines which data has to be collected, how, when and by whom. In general, data is collected by Intermón Oxfam or partner's staff or by the community themselves, depending of the programme and what has been defined in the MEL matrix.

How community members are selected for whom information will be gathered: the target population of an intervention is selected at the project identification phase by partners, Intermón Oxfam and communities themselves, in a basis of shared criteria. The analysis done previously of the problem that the Primary Change Agents/ Target Population suffer in the intervention area, is the basis for chose the criteria to select the specific individual or organisations that will be targeted by the intervention.

Number and percentage of operations to which the above applies. Intermón Oxfam is in a continuous process to strengthen programme's capacities for fully implement the MEL systems and design logical models. Nevertheless, at present we can say that up to 60 programs (50%) and up to 200 projects managed by one partner (75%) may be applying this.

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

Comment: The report does not include information regarding the frequency with which it reviews its compliance with standards or codes of conduct, or the number of complaints received for the breaches of standards

RESPONSE TO COMMENT:

Nowadays we cannot give the concrete number of complaints received for the breaches of standards because we have recently changed our customer relationship management system. Anyway, we can affirm the amount is not relevant.