

**INTERMÓN OXFAM**  
**STRATEGIC PLAN**  
**2007-2017**



# **Demanding justice**



# What is this?

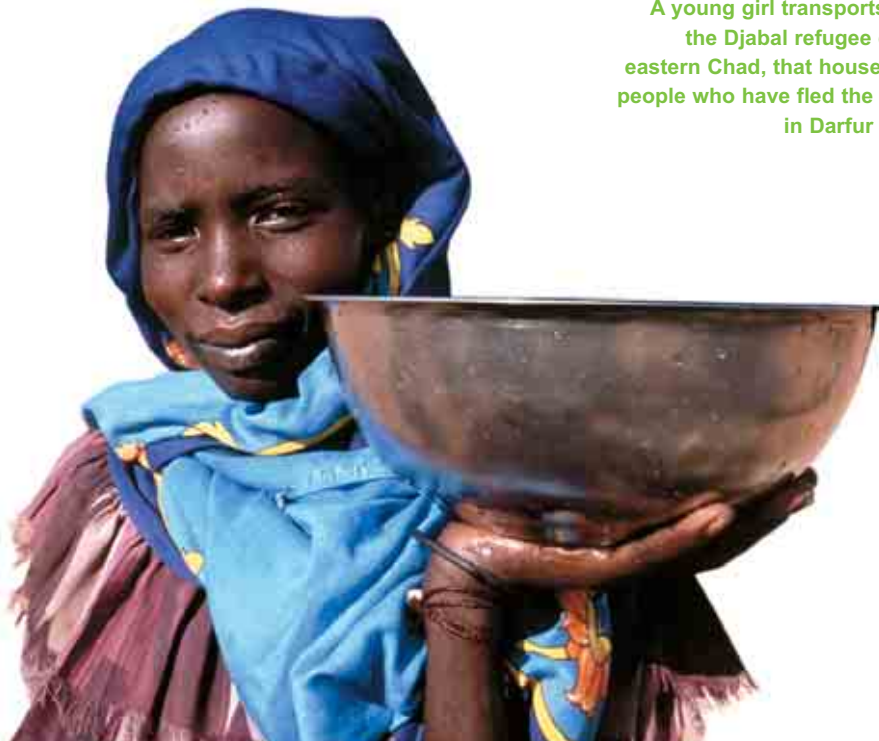
**Demanding justice** is the title of the Intermón Oxfam Strategic Plan for the 2007-2017 decade. This document presents the areas that we will be working on during this time period.

**The main aim and core element of this Strategic Plan is to ensure that everyone can fully exercise their fundamental rights in order to bring an end to injustice and poverty.**

Following the guidelines laid down by the Oxfam International Strategic Plan, with which our Plan is completely aligned, our work is framed by the commitment to the following five **broad rights-based aims**: the right to a sustainable livelihood, the right to basic social services, the right to life and security, the right to be heard and the right to an identity.


In order to do this, we have ten years ahead of us in which we will fight to carry out the aims that we have set for ourselves, in accordance with our mission: *“Intermón Oxfam are people who fight with –and for– disadvantaged peoples, as part of a broad global movement, with the aim of eradicating injustice and poverty in order to ensure that all human beings can fully exercise their rights and enjoy a dignified life”.*

A young girl transports food in the Djabal refugee camp, in eastern Chad, that houses 15,000 people who have fled the violence in Darfur (Sudan).



# The world around us

- **Overall, poverty is decreasing, but the levels of inequality are increasing.** Gains in human development have been unequally shared, between countries, within countries, and between women and men.
- **Continued failure of global governance,** largely because of lack of political will by member states and the dominance of powerful countries.
- **The landscape of power is rapidly changing.** For example, countries such as Brazil, Russia, India and China now play a more prominent role in international politics than they did a few years ago.
- **A growing global movement for change.** People around the world are increasingly concerned with ensuring that human rights are not violated and that we win the fight against poverty and injustice.
- In Spain, **public and private aid has increased, but there is still a lot of progress to be made as far as quality is concerned,** if we wish to effectively contribute towards the eradication of poverty.
- **Society is increasingly demanding greater transparency and accountability for our actions.** We have a growing capacity to impact public opinion **and the number of people involved is increasing,** but so are social demands for rigor and good practices.

A close-up photograph of a woman with dark, curly hair, wearing a vibrant, multi-colored striped shirt. She is smiling broadly, showing her teeth, and has her arms raised in the air. The background is slightly blurred, showing other people in a crowd, some wearing red clothing. The overall atmosphere is one of joy and celebration.

A neighbour from the district of Capotillo in Santo Domingo (Dominican Republic) happily applauds following the success of an evacuation simulation. Strengthening the capacity of people to prevent and reduce the risks of natural disasters is a priority in this Strategic Plan.

# Demanding justice: our fundamental commitment

We are outraged by the persistence of poverty and injustice in the world, a situation that must and can be changed. Unjust policies and practices, nationally and internationally, must be challenged and we need to stress that peoples' and individuals' rights must be respected. If we join forces and act together now, we will be able to achieve a just world without poverty.

The main aim of our Strategic Plan, which we share with Oxfam International, is as follows:

*“Together with our partners and allies, we will act in solidarity with people living in poverty, especially women, to achieve their rights and assert their dignity as full citizens. We will support them to hold governments, corporations and international organizations (including Intermón Oxfam) to account for their responsibilities and change global and national rules that perpetuate poverty, insecurity and inequality.*

*We will support local, national and international organizations and social movements of active citizens to demand justice, particularly gender justice, and to change ideas and beliefs, policies and practices to achieve improvements in people's lives.”*

**In October 2006, over 7,000 people took to the streets of Managua, in Nicaragua, demanding that the International Monetary Fund put an end to the restrictions imposed on the Nicaraguan Government. “The people demand more money for health and education” was one of the slogans of the march.**



This Strategic Plan confirms the rights-based approach as the basis of the work of all the Oxfam International affiliates and defines five strategic core areas that will be implemented at a national and international level so as to make progress in achieving our human rights-based objectives. These five core areas are:

- 1. Economic justice**
- 2. Right to quality essential services**
- 3. Humanitarian action**
- 4. Women's rights**
- 5. Citizenship and governability**

Each one of these broad external issues defines the changes that we want to achieve in peoples' lives by means of the full exercising of their economic, social, cultural and political rights, together with the transformation that we seek to achieve in policies, practices, ideas and beliefs of different players: governments, civil society, organisations, communities and people.

In order to ensure fulfilment of the objectives that are set by these external issues, we will work together on the following internal areas:

- 6. Identity and institutional growth**
- 7. Impact, accountability and learning**
- 8. People and processes**

The new Strategic Plan is the guiding framework that must guide our day-to-day work as well as the reference point for assessing our progress.



# Our goals for this Strategic Plan

Our goal for the next ten years is to contribute towards ensuring that everyone can fully enjoy their fundamental rights so as to bring an end to poverty and injustice.

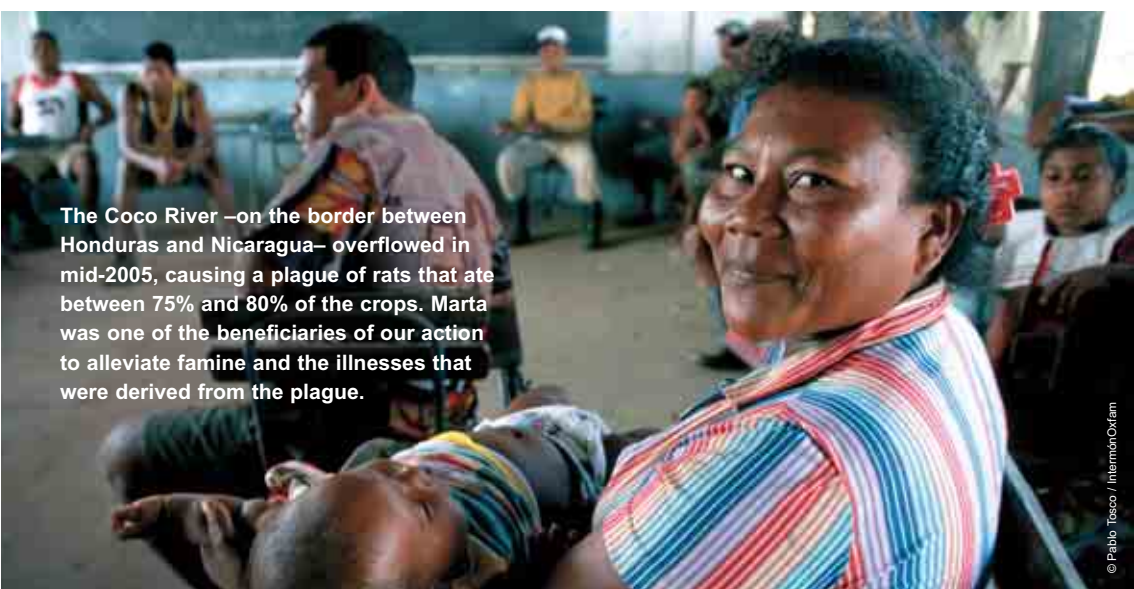
At Intermón Oxfam, as part of the global citizenship movement, we will be working in the North and in the South so that everyone in the world is aware of their rights and obligations, and can claim them and exercise them without hindrances.

We will support the efforts of the civil society organisations seeking changes in the legislative framework that are orientated towards achieving greater transparency and access to information and participation. We will work so that governments undertake that they have a fundamental responsibility in the fight against poverty.

Concerning the private sector, we will focus on ensuring that companies are socially responsible and are governed by basic international standards. In addition, we will seek the implementation of mechanisms of participation and for companies to be transparent regarding their activities, impact and financial relations with the States.

We want to ensure that gender focus impregnates the definition and enforcement of civil, political, economic and social rights. A key element of our work in favour of gender justice will be to challenge and modify attitudes and beliefs, the present system of access and control to resources, and certain practices, policies, laws and institutions, together with all those barriers that incapacitate women from demanding and fully exercising their rights.

We will reinforce our capacities to carry out a comprehensive humanitarian response, coordinated with the other members of Oxfam International.

A photograph showing a woman in a colorful striped shirt holding a baby. They are in a community setting with other people in the background. The woman is looking towards the camera with a slight smile.

The Coco River –on the border between Honduras and Nicaragua– overflowed in mid-2005, causing a plague of rats that ate between 75% and 80% of the crops. Marta was one of the beneficiaries of our action to alleviate famine and the illnesses that were derived from the plague.

# What moves us?

## 1. ECONOMIC JUSTICE

### Our goal:

**More women and men, in the field and in the city, will realize their right to secure and sustainable livelihoods, resulting from a fairer distribution of wealth.**

In order to achieve this goal, at Intermón Oxfam:

- **We will work to achieve greater equity in wealth distribution**, providing men and women with resources so that they can realize their economic rights and demanding accountability from the institutions that must guarantee them. Specifically, one of our central goals is for poor countries and their population to have access to a fair share of the profits and the opportunities created by international trade.
- **We will promote strategies that seek the protection and promotion of sustainable livelihoods, especially agriculture, for the poorest part of the population and that make it possible to balance differences between men and women.**
- **We will encourage dignified employment**, in particular for women, demanding recognition and respect for employment rights according to international standards.
- **We will work to reduce the impact of climate change** on the livelihoods of the poorest part of the population.

The small-scale peasants of the South cannot live on their work unless the current trade rules are changed. We are with them so that they can resist the pressures of rich countries and corporations and overcome poverty.



## 2. RIGHT TO QUALITY ESSENTIAL SERVICES

### Our goal:

The Millennium Development Goals for essential services will be achieved, and people living in poverty, especially women and girls, will realize their rights to accessible and affordable health, education, water and sanitation.

In order to achieve this objective, at Intermón Oxfam:

- We will focus our work so that governments assume their role of guarantors of the right to enjoy accessible and quality essential services.
- We will support economic global and national measures of wealth redistribution that make it possible for governments to provide the necessary resources to deliver such services.
- We will support initiatives that contribute towards guaranteeing transparent and participatory management of such services.
- We will contribute towards establishing the principle of education as a universal right in the field of ideas and beliefs.
- We will directly and in an exemplary manner support the provision of education, especially for women and girls, by means of initiatives integrated in state plans that reinforce and complement their work.



Community worker Sangeeta Pardeh, 33, attends a pregnant woman in her home. One of the problems that we tackle through our programs is the lack of health personnel in many countries which is one of the key factors that prevents access to health services .


# 3. HUMANITARIAN ACTION

## Our objective:

All women and men in humanitarian crises will be assured both the protection and the assistance they require, regardless of who or where they are or how they are affected, in a manner consistent with their human rights.

In order to achieve this objective, at Internón Oxfam:

- **We will develop our institutional capacity to provide a comprehensive and quality response** to humanitarian crises, including response programmes, advocacy actions and communication work. We will particularly underscore the proper and sufficient protection required by women in this type of situations.
- **We will promote the mitigation of the effects of natural disasters**, carrying out risk reduction work. To do this, we will tackle the underlying causes of vulnerability and commit governments to draw and implement disaster protection preparation plans.
- **We will increase our advocacy work** and we will establish a framework of work that provides greater consistency to our messages. Amongst these we will put special emphasis on armed conflicts. We will clearly support mobilisation with the aim of changing ideas and beliefs about humanitarian crises.



Following the floods in Mozambique at the start of 2007, we have distributed drinking water and built health facilities in the Chupanga camp for displaced people, where thousands of people settled after losing their homes.

## 4. WOMEN'S RIGHTS

### Our goal:

In 2017, many more women of the countries where we are working in shall gain control over their lives, access and control stable income and resources, and have their rights recognized at different levels (from the family to political and legislative spheres), through increased active engagement and decision-making capacity of women's organisations in different political, social and economic spaces.

In order to achieve this objective, at Intermón Oxfam:

- **We will strengthen women's movements and organisations as agents of change**, supporting the development of their leadership capacity in different social, economic and political spaces and boosting their learning opportunities.
- **We will promote cooperation between women's organisations**, in order to link the spheres in which they wish to work and local mobilisations with national and international advocacy strategies.
- **We will incorporate gender perspective into the design, undertaking and evaluation of all our strategies, policies and actions.**

Zakia Mrini, president of one of our partners in Morocco, chairs the discussion on the role of women in Moroccan society. Our commitment is that, like her, more and more women in developing countries assume a leadership role and can exercise their rights.



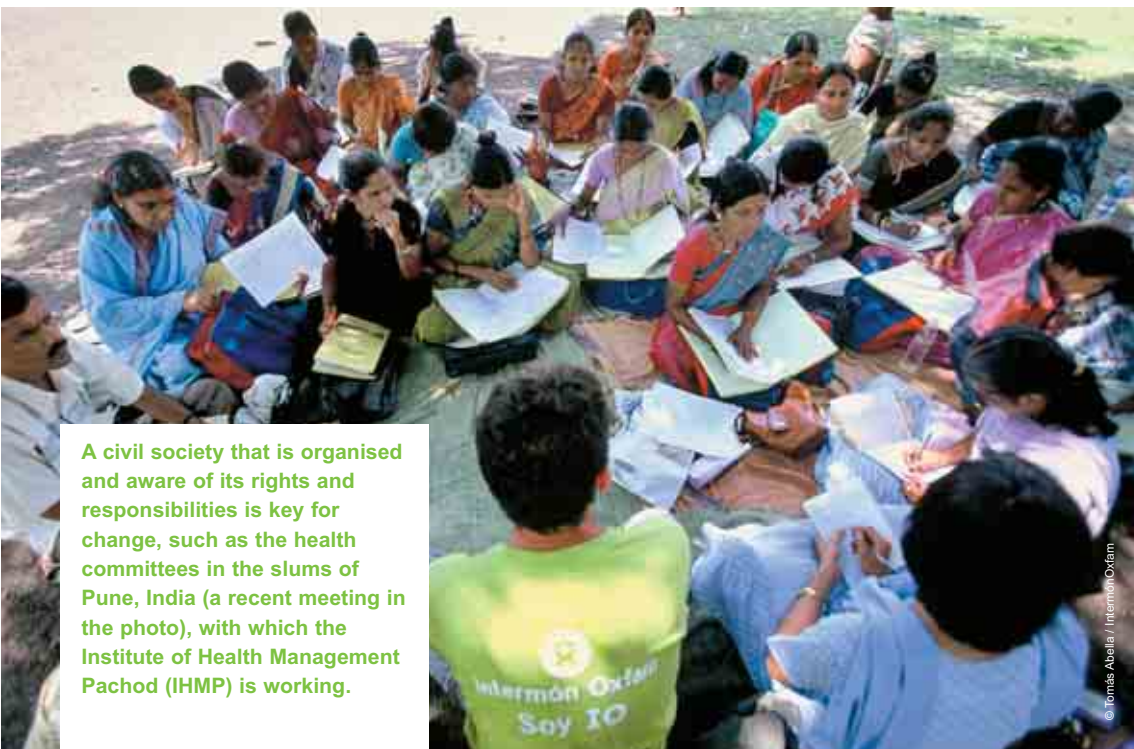
# 5. CITIZENSHIP AND GOVERNANCE

## Our goal:

Intermón Oxfam will contribute towards the construction of a global citizens' movement with the capacity to demand justice from governments and the private sector, and towards establishing a private and public sector that is favourable for the exercising of the rights of male and female citizens.

In order to achieve this objective, at Intermón Oxfam:

- We will strengthen the capacity of those who hold rights to seek their full application, encouraging the growth of social mobilisation in the North and in the South, which is orientated towards the construction of a global citizenship that is aware of its rights and obligations.
- We will lobby for the establishment of democratic institutionalism and civil and political rights in the countries where we work; a necessary condition in order to enjoy—and participate in—full citizenship.
- We will contribute towards the strengthening of social movements so that they are perceived as legitimate expressions of democracy.
- We will demand that the guarantors of rights –governments and the private sector– undertake their responsibilities in the enjoyment of these rights, especially the basic responsibility in the fight against poverty.



A civil society that is organised and aware of its rights and responsibilities is key for change, such as the health committees in the slums of Pune, India (a recent meeting in the photo), with which the Institute of Health Management Pachod (IHMP) is working.

# How will we make it possible?

## 6. IDENTITY AND INSTITUTIONAL GROWTH

### Our objective:

We will reinforce and consolidate our identity as an organisation that works with quality, efficiency and in a comprehensive manner—nationally and internationally—through development cooperation, humanitarian action, fair trade, mobilisation, awareness-raising and education in values.

In order to achieve this objective, at Intermón Oxfam:

- **On the basis of reinforcing and consolidating our identity**, we want to attract society to our institutional project, so that it can support us and also be able to contribute to driving Oxfam International and the objectives it shares in a more decisive way.
- **We aspire to continue growing in a regular, sustained, and at the same time, responsible manner**, to provide a suitable response to the challenges that poverty and injustice present us with.
- **We also want growth to be consistent with our identity**, so that, in the fulfilment of our mission, we can better contribute to improve the lives of the people we work with.



Our values and identity drive our growth, in order to continue walking next to those who suffer poverty, and supporting them in order to demand their rights. In the photo we accompany Faté Yasín, 42, and her companions fetch water in Ethiopia.


# 7. IMPACT, ACCOUNTABILITY AND LEARNING

## Our objective:

We want to be an organisation that generates and demonstrates changes in the lives of people through specific changes in the policies, practices, ideas and beliefs promoted by our actions.

In order to achieve this objective, at Intermón Oxfam:

- We will carry out analyses and undertake research into the most relevant topics and those with greatest potential to eradicate poverty and injustice that guide the selection and orientation of our actions.
- We will build our own capacities and those of our partners and allies, in order to ensure technical and methodological quality, as well as standards in the principles applied, in the selection of priorities, design of strategies and their implementation.
- We will improve our system of institutional evaluation and monitoring, with the aim of showing evidence of the contribution of our actions toward changes in policies, practices, ideas and beliefs.
- We will reinforce the mechanisms that enable us to incorporate learning—both institutional and external—in order to focus and increase the efficiency, quality and coherence of our outreach.
- We will pay special attention to the accountability of our actions, orienting them towards providing a response to our collaborators' needs.



Working in our office in Chad, monitoring and evaluating the actions that we are carrying out together with our partners in the field.

# 8. PEOPLE AND PROCESSES

Our objective:

**We will ensure that the human team of Intermón Oxfam can develop in the framework of the Institutional Strategic Plan and achieve its goals through effective and efficient quality work, fully identifying itself with our values.**

In order to achieve this objective, at Intermón Oxfam:

- **We will work to reinforce our culture as an organisation**, integrating the diverse voices of our members so as to achieve an internal plurality that ensures and boosts the future of the institution and the team, and preserves the identity and values of Intermón Oxfam.
- **We will orientate ourselves towards people**. The institution assumes that its human team is one of its greatest values and makes the necessary resources available to develop it. The whole team shares the values, mission and vision of Intermón Oxfam.
- **We will promote and reinforce quality in our work**. We have an organisational structure, planning methodology, policies, processes and management tools that are consistent with our characteristics and needs and those of Oxfam International and of the context, orientated towards good practices that facilitate the good governance of the institution.

**The human team of Intermón Oxfam, 75% of which are volunteers, is a reflection of our diversity and wealth, a key element for making the aspirations of this Strategic Plan a reality.**



# To conclude

The people who comprise Intermon Oxfam believe that it is possible to have a world in which women and men—if endowed with the same rights and duties and the ability to exercise this equality effectively—will have the resources and the opportunities to lead a dignified life and develop as individuals and as active members of their communities.

This Strategic Plan 2007-2017 is a key tool for making progress along the path towards the world that we aspire to. Our ISP is an **instrument of change**, in which we have defined, through goals and specific results, the steps that we are going to take during these ten years in order to contribute towards the construction of a world without poverty and free of injustice; a path that we do not undertake alone, but rather alongside the people and the organisations that share our commitment.

This ISP is an enthusiastic invitation for you to join this broad **global movement for change** that Intermon Oxfam forms a part of. Together we will make it possible.

For further information about Intermon Oxfam, its strategic focus and its actions, you can consult **[www.IntermonOxfam.org](http://www.IntermonOxfam.org)**

These Dominican children represent their country's future. Together, we can achieve the necessary changes for this future to be better.





Cover photo: **A group of young people raise their hands in Mauritania to demand rights for women. Together with millions of people like them we are demanding justice.**

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