

ECOFEMINIST TRANSITION PLAN

OBSERVATORI DEL DEUTE
EN LA GLOBALITZACIÓ

ANALYSIS REPORT
L'ESBERLA

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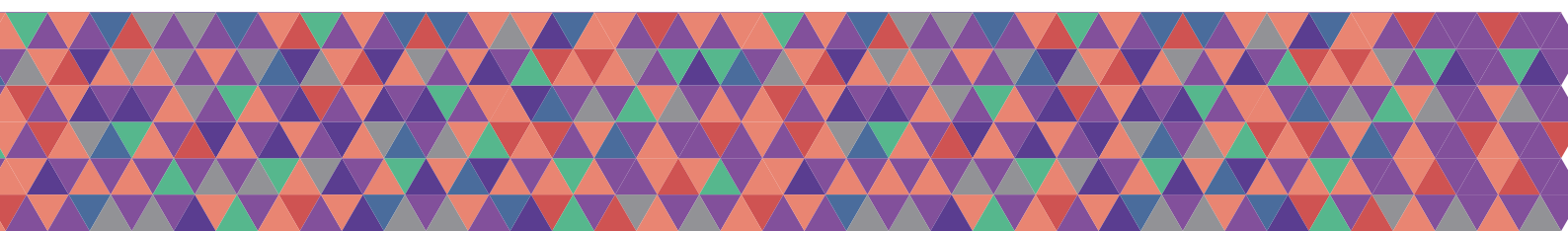
AUTHORS' NOTE

This report has been produced by Mireia Caldés Viñals and Mariona Zamora Juan, members of L'Esberla. We carried out our research as part of a process which lasted more than half a year, and through which we have had the opportunity to listen to the voices and visions of the members of the ODG's operational team, assembly body and associates. From our point of view, it has been a very enriching and inspiring experience, which we are sure will spark many debates within our own organisation.

To all of you: thank you very much. We wish to thank you for your trust in allowing us to see the ins and outs of your organisation, and for being willing to listen to our observations and proposals. We are aware that the scale of the issues to be addressed and worked on is very broad and could cause pressure, so we recommend that you work together to prioritise issues and draw a route map for action according to your strengths, skills and needs. We are convinced that this work, which is a long-term undertaking, will be useful for you to continue building, little by little, a more ecological, feminist and decolonial organisation.

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Introduction

In the summer of 2020, as a result of the work carried out as part of the last strategic plan and in response to public concerns at the time, the Debt Observatory in Globalisation (ODG) committed **to an organisational revision from an ecofeminist perspective, allowing it to fundamentally reframe how it wished to apply its values and principles internally.**

Thanks to a grant made through Barcelona City Council's *Enfortim* programme, the ODG was able to reach out to Esberla for accompaniment in this process.

The "**Ecofeminist and Decolonial Transition Plan**" – as it was titled – synthesizes three of the greatest challenges that third-sector organisations and activists movements currently face: **the practical incorporation of feminism, environmentalism and anti-racism** at all internal levels (shared values and visions, structure and human relations), in order to continue to achieve consistency, social justice and care.

This process, both inspired by previous examples (such as Lafede.cat's *Sembrant Cures*) and at the same time pioneering in certain respects, represents a significant **challenge** not just for the ODG but also for the Esberla as consultants, as well for all the groups and social organisations that are engaged in similar processes of reflection.

Mission and goals

The main mission of the consultancy process was **to embed an ecofeminist, decolonial and care-based approach in a joined-up and transversal way across the entirety of the internal and external activities of the ODG, with the aim of contributing to constructing a safer and more just, caring, and sustainable world for people, communities and nature.**

The goals that underpinned this were:

- **To become and remain aware** of the full range of daily activities (consumption, work, transport, relationships, etc.) rooted in capitalism and heteropatriarchy that contribute to the reproduction of gender injustice and exploitation of the natural environment and communities in the global south.
- **To identify** areas for improvement and strengthening in terms of gender equality, global justice, ecofeminism and a care perspective both internally and externally.
- **To bring on board and consolidate** practices for changed based on ecofeminism, global justice, a care perspective and equal opportunities, both those that the organisation has been implementing in recent years, and others that are new.
- **To structure and systematize** objectives and action points over the next three years, in order to incorporate ecofeminist, care and intersectional perspectives in the relationships, working culture and the structure of the organisation.

Process

The consultancy process for the preparation of the "Ecofeminist and Decolonial Transition Plan" was structured over a year – from December 2020 to November 2021 – and included the following work phases:

1. **December-February:**
Process design and initial gathering of information from the organisation.
2. **March-May:**
Fieldwork
3. **June-September:**
Preparation of the analysis
4. **October-November:**
Preparation of the action plan

The process – while largely carried out by the consultants from December to September – has at all stages required the organisation's participation, at certain points via a working group, and at others through open sessions addressed to both employees and members.

Methodological notes

The following key points for organisational participation have a particular relevance in the analytical methodology, and we consider it important that they be reflected in this report:

Analytical matrix

The matrix that guided the carrying out of the analysis was based on the principles of ecofeminism, a care perspective, the social economy and anti-racism. It was prepared by the consultants, presented to and agreed upon with the organisation in a working session, and supervised by Nerea Ramirez.

This undertaking resulted in the thorough, rigorous and complete matrix that can be consulted here. Despite this thoroughness and specificity, the matrix is not intended to be a quantitative evaluation mechanism to be 'met', but rather a tool for collective qualitative reflection regarding the practices, discourses, relational dynamics and values of the organisation. This is how it has been used to guide the field work and the preparation of this report.

Information gathering techniques

The information gathering techniques that have enabled the preparation of the analysis were both qualitative and quantitative:

1. Collection and revision of internal organisational documentation

- a. Current sectoral collective bargaining agreement
- b. Organisational chart 2020 and 2021
- c. Current articles of association
- d. Strategic Plan 2019-2021
- e. Communication plan 2020
- f. Activity Reports 2018, 2019
- g. g. Budgets 2018, 2019, 2020
- h. Social Balance Sheets 2018, 2019
- i. Audits 2018, 2019
- j. Training Plan 2020-21
- k. Coronavirus protocol
- l. Protocol for Preventing and Dealing with Sexual Harassment of Lafede.cat, to which the ODG is a party
- m. Documentation relating to the hiring practices.

2. Collection and revision of current employee data

3. Survey of the operational employees and members of the organisation. Responses:

- a. 6 people from the operational team
- b. 5 people from the members' assembly
- c. 1 non-participating member

4. Interviews

- a. Collective interview with the political and care coordinators (Eduard Vazquez, Alfons Perez, Emma Avilés and Josep Nualart)
- b. Interview with a member of the operational team: Blanca Bayas
- c. Interview with members of the assembly: Daniela del Bene and Pilar Fontserè

5. Discussion groups

- a. Discussion group with women and non-binary people within the organisation
- b. Thematic discussion group focused on symbolic factors: shared vision, mission, values, etc.
- c. Thematic discussion group focused on internal organisation and employment rights
- d. Thematic discussion group focused on the ecosocial impact of the organisation at a collective and personal level

6. 2 Sessions focused on reconnective work, in which relationships with nature, gratitude and suffering were addressed and shared individually and collectively through group work

7. 3 meetings with Guio and Laura to share information concerning group and interpersonal dynamics arising from the simultaneous process that the operational team undertook regarding mission and vision, internal communication, addressing conflicts and power relations.

Structure and idiosyncrasies of the report

The analysis presented in this report is based on information from the organisation and the people who form part of it, guided by the jointly-prepared matrix, and interpreted and given written form by consultants based on their training as professionals and activists.

In presenting this information and our principal observations, we have followed a structure inspired by Kate Raworth's economic doughnut theory, and its adaptations for organisational analysis by Adolfo Chautón Pérez, which may be exemplified as follows:



Following this scheme, the analytical report is structured as follows:

1. The core of the doughnut: **identity, raison d'être and heart of the ODG**
2. **Common ground, rules and consensual rights** (white circle), comprising:
 - a. Mission, vision, values, communication and discourse
 - b. Composition, roles, tasks, structure and resources
 - c. Caring for people, the collective and the community
 - d. Awareness, reparation and social transformation.
3. **The ecosocial ceiling or impact of the organisation** (green circle)

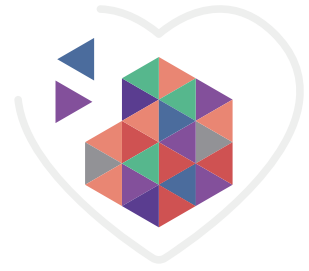
For each area, we have been guided by the following index:

4. Explanation of the area of analysis
5. List of indicators guiding the analysis
6. Explanation of the key points identified: strengths and areas to improve, points of divergence, hot spots, unaddressed issues that generate malaise and inequality, opportunities for change, etc.

This analysis is not an audit or an evaluation, rather it is a working tool for collective reflection and the preparation of the action plan. As such, throughout the process we have prioritized the presentation of information in a brief, simple and understandable way.

1.

The heart of the ODG



The centre of the doughnut is one of the most invisible and forgotten spheres of any organisation: it represents the intersubjective vision, whether taken for granted or not, and the unwritten rules which the group identifies with. It is what process-oriented psychology calls “primary and secondary identity”, and what in anthropology is referred to as *culture*.

Organisational culture is an often-neglected issue, but it can come to underpin androcentric working relationships and power structures that do little to meet the needs of those who make up the organisation. By organisational culture, we refer to dominant hegemonic values, implicit signified values, unwritten norms, permissible jokes, ways of understanding, experiencing and envisioning the purpose of the organisation, etc.

Bearing in mind that we live in a patriarchal society, it is very likely that the culture of any given organisation, if work has not been undertaken to revise and transform it, is imbued with androcentric values such as productivity, success, efficiency, repression of emotions and conflicts, hierarchical power, self-sufficiency, commitment and exclusive devotion to the goal of the organisation, etc. This can mean that many people who do not share the same outlook regarding the activities of the organisation – and how these are carried out therein – feel excluded, not part of the team, subject to finger-pointing, devalued and delegitimised. Nevertheless, the values and visions they hold are present within the organisation, and they compete for visibility, recognition and legitimacy.

What have we looked at?



- The words used to describe the ODG in its internal documents
- The way the ODG, its mission, values and idiosyncrasies are described by the participants (operational team and assembly members)
- Relationship dynamics and shared outlooks observed by the consultants and the team facilitators (Guio and Laura)

What have we observed??

Primary identity, hegemonic values: consistency, activism, struggle, ecology, feminism, research, data, moral superiority (desire for coherency), awareness-raising, urban, team spirit, rationality, rational care, sacrifice and effort, excellence.

Secondary identity: do-gooders, care, placing limits on activism and work, emotions, creative language, connection with the local area, the rural environment.

Criticisms, unaddressed issues: excellence, the foundational myth: the oracle (in the past)

2.

Common ground



In the context of Kate Raworth's doughnut economy, common ground is understood to mean the basic needs and the collective agreements that people reach to meet these needs.

As we have explained previously, Adolfo Chautón Pérez, in adapting the doughnut paradigm to organisations, identifies 4 major spheres of collective agreement: vision, mission and narrative; human and material organisational structure; connections and power relations, and projects and/or activities.

Below we analyse these in combination with the matrix developed as part of the ecofeminist transition plan.

2.1. Vision, outlook and narrative

The shared vision, outlook and narrative relate to how the organisation presents itself both internally and externally, with respect to what it is and what its *raison d'être* is. The analysis, definition and common understanding of the environment to be transformed, mission, vision and clear and shared values, and the development of a narrative and context act as a calling card, an internal guide, an external commitment, and a tool for transformation. For all these reasons, they must be aligned – discursively and in practice – with an existential goal, in this case, to be an ecofeminist and decolonial organisation.

Often, these elements are in constant change, generate disagreement and tension, or give rise to contradictions: they make up the processes through which the group incorporates new outlooks and practices, negotiates them, or resists them.

What have we looked at?



- Mission, vision and values
- Communication and language
- Democratisation of knowledge and narrative

What have we observed?

Mission, vision and values

The **mission, vision and values** of the ODG, as with the latest strategic plan, reflect a desire to move in an ecofeminist direction. Although the documentation that reflects this is not present in the day-to-day work of the operational team or the assembly, it does represent a political mandate for coordinators which is applied daily, and is the tool that legitimises the commitment to new outlooks or policies for the organisation.

We have seen that ecofeminism, as a vision and an outlook, is stimulating and generates consensus, but is difficult to concretely identify in the operations, activities and internal structure of the ODG. Although a theoretical definition has been made, our perception is that ecofeminism as a discourse and as a practice within the organisation is still to be fully established and extended, and depends on the personal motivation of the individual(s) involved.

// I think we have a clear theoretical proposal for an ethics of care, but we have yet to put it into practice in our organisation. We need to do more emotional work to make that a reality, and to embed it at a political level in order to be able to move away from the productivist perspective that remains at the centre of the organisation, to the detriment of care and well-being. We haven't managed to take the step of renouncing the productivist values that capitalism imposes on us mentally and emotionally (and, therefore, on how we act on a day-to-day basis)"

Focus group participant response, April 2021

The ODG collectively agrees that, in its external activity as an organisation, much emphasis has been placed on the ecological side of things, but that this has not filtered through internally, and that –although there is a lot still to do – more work has been done internally in terms of feminism.

Additionally, and with the agreement of the organisation, we wish to put on record that there is still a long way to go in terms of decolonial outlook and practice, with this being much less of a strong point both operationally, politically and in terms of how the organisation presents itself. While the organisation has historically dealt with many issues relating to the global south, a decolonial perspective would offer the chance to review the interests, approach, methodology, and internal operations of the organisation.

Both those who make up the ODG and the external consultants agree on the need for spaces for common debate and for addressing contradictions, decision-making mechanisms that take into account power relations and the creation of mechanisms that would enable ecofeminism and a decolonial perspective to fully reach across the organisation, its activities, and those who form part of it, both internally and externally.

Especially with regard to external activity, we wish to stress that it is necessary that in-depth relational work be carried out in terms of how issues are prioritised, and how previous agreements to this effect are modified.

Communication and language

The raison d'être of the ODG is **to generate critical knowledge and provide support for activist and movements that fight for ecofeminist and decolonial social change. As such, communication plays a key role in its activity.**

At the same time, given that language constitutes reality, it too is a key element in the development of the organisation and its outlook.

The ODG has a very thorough and strategically-focused communication plan. We note, however, that the use of language is not addressed as an issue or, at least, there is no established position or criteria in this regard. Instead, there is a "shared intuition" from which consensus is taken.

Certain voices have pointed out that the ODG's external communication, like the team itself, is not representatively diverse. Nevertheless, it is worth stating that young people have entered the team with the aim of changing how communication is handled.

Democratisation of knowledge and narrative

All of those who make up the ODG are aware of the importance of creating a narrative and what this means for the organisation's standing.

Along the same lines, and as mentioned above, there is little diversity in how the organisation carries out its communication, and as such it reaches a similarly non-diverse audience. We would encourage the organisation to reach out to other activists and get to know their communicative needs in order to strengthen its transformative potential (e.g. through including easy-reading tools, high-contrast reading, interpreters for deaf people, translation of articles, etc.).

Beyond this, we have picked up on a shared perception about the occasional disconnect between narrative and reality (for example: a desire to transmit optimism which is not always achieved), and we would encourage the organisation to continue to work collectively on the message that it wishes to transmit, and the way that it does so.

2.2.

COMPOSITION, STRUCTURE AND RESOURCES

Having analysed the primary and secondary identities, and shared outlooks and narratives, we now move to more ostensibly tangible matters: the composition of the team, its internal structure, and its material resources.

The composition of the team reflects the invisible social and group dynamics that determine access and exclusion, at the same time as conditioning internal relations of power, justice and care. Factors such as gender, age, socio-cultural background, rural or urban background, skin colour, professional training, seniority or sexual orientation, among others, are key axes that must be taken into account in order to understand the relational dynamics of a group.

Internal structure is a key element in developing projects with a transformative impact: unequal organisations reproduce inequalities in their programmes and projects. Moving towards decolonial ecofeminism requires an internal structure and a governance model that reflect its goals: democracy, horizontality, inclusion, equity, justice, awareness and care.

Lastly, the organisation's economic and foundational policies provide the material basis for ensuring that its mission, vision, values and objectives are effective. Their orientation towards the economic growth or degrowth that the organisation seeks, where its funding and resources come from, the way it decides upon the distribution of resources and surpluses and who receives them must therefore be consistent with the change that the organisation seeks to make both internally and externally, in terms of global justice.

What have we looked at?



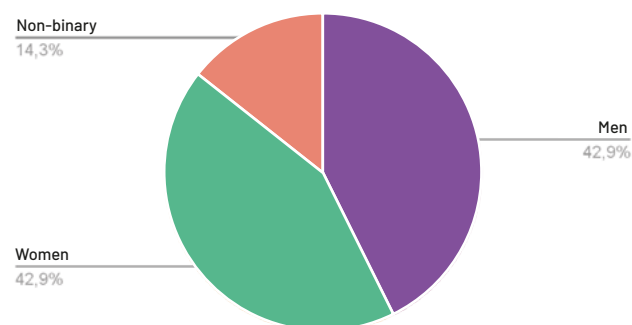
- Composition of the operational team and the assembly
- Internal structure, governance model and distribution of posts, roles and tasks
- Resources and sources of funding

What have we observed?

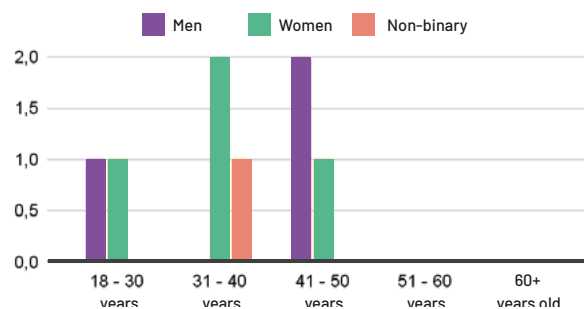
Composition of the operational team

The **operational team** is balanced in terms of gender, but it is not particularly diverse in terms of age, class, racialisation or urban-rural background. What follows is an analysis of the routes of entry to the organisation, in order to identify possible biases that could impede internal diversity.

Women and men: percentage



Men and women: ages



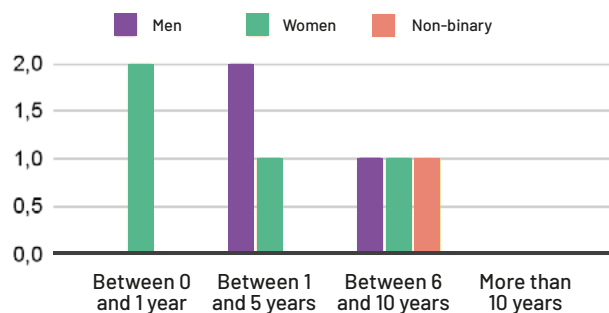
The team is most diverse in terms of age. However, together with the issues of gender and seniority, this must be taken into account in tandem with the dynamics and relations and of power and privilege that it may entail. In the ODG, the average age of women employees is 33.8 years, while that of men is 40.6 years.

The organisation does not maintain up-to-date data in the same way regarding the members of its assembly, although it would be very interesting and revealing to find out its composition and internal diversity, especially in terms of what follows.

Access to the organisation

Our analysis indicates that the organisation's recruitment and the routes of entry it provides to the operational team (published adverts and interview and trial periods) are clearly transparent, democratic and non-discriminatory, and increasingly reflect explicit ecofeminist values.

Seniority



Nevertheless, in taking the homogeneity of the team into account – something we find in the other organisations within the same sector – we might deduce, or at the least suspect, that indirect exclusionary elements exist, in terms of language, level of education and previous experience both in work and in activism, the platforms through which opportunities are announced, etc. We believe that a review of these aspects ought to be undertaken collectively by the third-sector, the social economy and developmental economy as a whole.

Access to the assembly is granted by those already within the organisation, and is thus not an open process. This may lead to an embedding of the aforementioned homogeneity and all that it entails. Furthermore, assembly members hold a perception of the ODG as a hyper-technified space, in which it is only possible to participate in the assembly on the basis of holding specific knowledge. While this is not a requirement, it is an image that is projected outward and needs to be addressed given its potential impact.

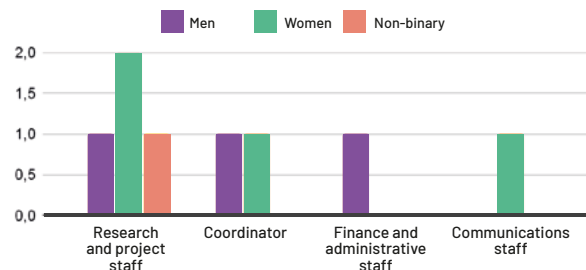
Internal structure, evaluation and distribution of posts, roles and tasks

The ODG has a democratic and horizontal structure and model of governance. By means of an OTO (Oficina Tècnica Observatori, or Operational Resources Team), all workers participate in decision-making at all levels and in all areas – a way of working *de facto* inherent to cooperatives – but it is not exempt from power and privilege relationships that affect decision-making, where gender and organisational longevity (veteran status) play an important role.

This issue has begun to be addressed with the support of external facilitators, however, it is part a long and continuous process, and it would be interesting to see self-managed channels for periodic review and the addressing of malaise and conflicts, insofar as these might facilitate fluidity in the communication of troublesome issues, as well as the assumption of responsibilities.

Our assessment of the distribution of roles and tasks within the ODG is as follows:

Post



There are no significant disparities between positions. Nevertheless, in qualitative terms, we have observed that it is more difficult for those caring for children to take on coordination tasks, given the time and energy that is currently expected to be detected to them.

Along the same lines, it would be of additional interest to focus on how posts typical to the sector are represented and evaluated internally, insofar as these are often described in androcentric terms, embedding traditionally male attitudes and standardising ways of working unfocused on the employee's well-being. The following, from the job description of a coordinator's post, serves as an example: "ability to react to and work under

pressure when the opportunity arises to take steps forward to achieve the strategic objectives of the organisation. Entrepreneurial aptitude, ability to adapt to change and work under pressure” (excerpt from the job description, as per the current collective bargaining agreement).

Similarly, only productive tasks are included in the job descriptions – and therefore legitimised in terms of time, and how this is understood in terms of monetary value – leaving by the wayside many of the care tasks that are carried out at the heart of any given organisation and which, from the perspective of ecofeminism, ought to be highlighted, acknowledged and shared.

This is not only of relevance in the written job description; the tasks which are most readily acknowledged, highly valued and taken to be reflective of rank continue to be those related to research. As we will explore later in the text, this creates stress and a feeling of not meeting expectations, and negatively affects self-appraisal within the team. While within the team it is perceived that this is changing, the issue continues to be a sticking point.

We have also noted that this focus gives way to a lack of appreciation of the time required to carry out reproductive tasks, with these often being added with no decrease in productive activities, leading to overburden.

It should be noted, however, that the recently-established “care coordinator” role, along with that of the “political coordinator”, has taken a lead role in the operational planning of the organisation. While this figure legitimises care within the organisation, we have not seen evidence of a common vision regarding what care tasks are, and what impacts they have for those carrying them out, with this very much depending on the people who take them on. We have further observed that, while men find it easy to highlight and assert their care work – especially when this is carried out as part of a role that legitimises it – women, as a result of gender socialisation, do so less, contributing to a lack of

acknowledgement to the point that it is assumed that their tasks are not being carried out.

The matter of establishing a care-focused role within the organisation helps in terms of providing acknowledgement and legitimacy to these tasks. Nevertheless, there are still care tasks being carried out within the organisation, and taken on by women, which remain unacknowledged.

Resources, pressupost i fonts de finançament

An organisation’s budget is not only a management tool; it is also the materialisation of its priorities and a political commitment. As such, budgeting from a gender and ecofeminist perspective means taking into account and setting out the resources necessary to move towards becoming an environmentally-friendly organisation, eradicating gender-based violence from inside and in opposition to the cisheteropatriarchal and capitalist system. It also entails acknowledging, quantifying and highlighting the team’s work and spaces for mutual care.

In this regard, although we think it would be very interesting to do so, the ODG’s budget does not make its internal priorities as clear as it could.

To the present day, the organisation has been publicly-funded, but there is an open debate regarding the diversification of its sources of funding, including private ones. This debate offers a great opportunity to further reflect on the creation of ecofeminist and decolonial criteria and red lines in seeking financing.

2.3. LINKS, CARE AND POWER RELATIONS

What have we looked at?

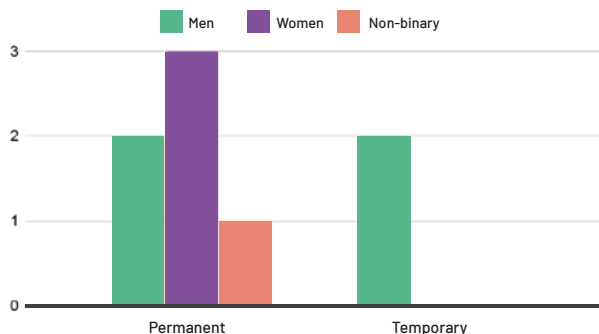


- Individual: working conditions, work-life balance and health coverage
- Collective: conflicts, malaise and abuse of power
- Communities with which the ODG interacts: assembly and its members

What have we observed?

On the basis of the analysis undertaken of **individual working conditions, work-life balance and health coverage**, it can be said that the ODG offers stable and satisfactory opportunities, with a tangible interest in promoting staff's professional development.

Women and men: type of contract



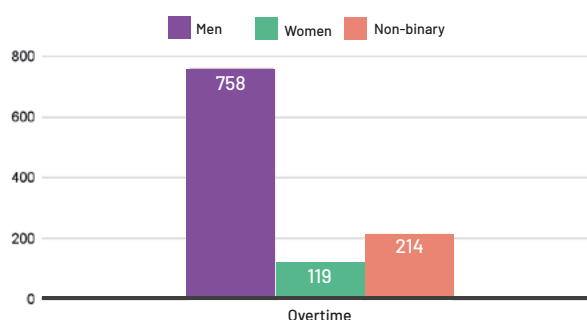
There is no discernible wage gap a priori, although this is not the case when overtime is taken into account. Given that overtime is unpaid, and since men – on average – do more, a negative wage gap emerges in their favour of 0.11% (relatively insignificant in relation to the NGO sector, which stands at 3%).

The average overtime worked by men is 252.7 hours per year, while women and non-binary people on average work 29.8 and 71.3 hours of overtime annually. Staff are by and large satisfied with the policy of compensation for overtime, although there is agreement that avoiding overtime is preferable, in order to ensure that no one is overworked. There

is also consensus around the need to establish how these hours are paid back in kind, given that individual circumstances determine whether or not members of staff are, for example, able to take extra holidays.

There is a perception internally that the lack of coordination in the development of projects leads to bottlenecks and clusters of overlapping work that run counter to the balance which the organisation tries to ensure. Certain members of staff are unable to postpone work that is seen as urgent, forcing them to work outside of office hours.

Total overtime



There are **comprehensive policies for personal, family and community work-life balance**. The organisation goes further than the collective bargaining agreement covering the sector, something which staff value highly.

Nevertheless, it must be taken into the account that overtime remains a widespread and common practice to the point of being normalised within the organisation. The overtime gap between men and women further points to a need to structurally address the issue, insofar as it is tied to one of the other major debates within the organisation – the limits of the “activism-work-care” triumvirate – and the attendant need to address how care is given and experienced in an activist workplace. A major step forward on the issue, and one which is highlighted by a number of people within the organisation, is the auditing of real working hours. This has led not only to increased awareness of the issue, but puts on the table the matter of which tasks should be considered part of the working day or not (for example, what types of participation in activist networks can be counted or not).

With regard to health coverage, **it is worth highlighting that the occupational health assessors**

contracted by the ODG work according to a gender perspective. Nevertheless, it would seem necessary to go further so as to avoid this being merely a matter of box-ticking. An interesting potential debate has arisen with regard to the organisations within the social and solidarity economy that subcontract occupational risk prevention within the same sector. This debate centres on the need to widen the concept to address mental health support, given the high rates of anxiety and stress across society as a whole, in which productivity remains a hegemonic value despite efforts to ensure this is not the case. Shared strategies are also required to ensure this is highlighted within spaces for health awareness-raising.

At the heart of the organisation there are further issues that need to be addressed proactively¹ beyond just providing resources after a problem (stress, anxiety, etc.) has already occurred. The resolution of conflicts which arise as a result of these difficulties can help the organisation to fully develop areas and protocols for care.

In terms of conflicts, malaise **and abuse of power** – insofar as these affect the organisation **collectively** – some challenges to meet have been highlighted in the action plan. The rhythms of work, objectives, mechanisms and resources occasionally reproduce certain phenomena that the members of the ODG wish to combat, thus creating malaise. The homogeneity of the team in terms of age, class and origin is also evident. In terms of gender, parity is observed both within the operational team and among members of the organisation.

The organisation has created a role within the operational team – that of care coordinator – who is responsible for overseeing internal care, acts as a point of contact, facilitates processes and helps deal with malaise, unease, dissatisfaction and other such feelings that may arise in the workplace.

It is also clear that other roles entail providing care to staff when they first join, or responding to work difficulties, and this should be appropriately acknowledged and highlighted.

The pressure and anxiety experienced by some of the members arises from the expectations of excellence or from the system of beliefs of the organisation. Room is given to extra-occupational care within the organisation – meeting the demands made regarding this issue – however this can end up creating imbalances in the working day insofar as there is a consequent decrease in what can be given over to productive work. A particularly interesting debate has been put on the table: to what extent should the organisation get involved in promoting the health of those who belong to it? In what way should it do so? And how can it do so in an ecofeminist and decolonial way?

“The challenge is how we embed ecofeminism not only on the productive side but also on a personal level”

Discussion group participant, May 27th, 2021

There are observable differences in the visibility, acknowledgement, and handling of workloads and overloads, which may be conditioned by the differences in rank across the operational team. Some staff find it easier – as a result of the power they have, or have acquired – to speak frankly about these issues, whereas others experience genuine difficulties in finding the right conditions to do so. The issue of rank also affects training. Proposals made by men have ended up “opening the way” for women and non-binary people to access training on these issues. It has been noted that, until men asked to be trained in “emotional and care” issues as part of their professional development within the ODG, the provision of such training for women and non-binary people had not been considered. There is an apparent outlook that proposals made by men “break ground”, while those made by women or non-binary people meet greater resistance. At the same time, power dynamics are seen as creating barriers

¹ “Proactively” means providing individuals and groups with the necessary skills to deal with any conflict which arises. A proactive approach to conflict differs from a preventive one in that its goal is not to avoid conflict but to learn how to deal with it.”

(Escola de Cultura de Pau-Universitat Autònoma de Barcelona)

to external training opportunities, with difficulties in ensuring inclusivity and diversity, resulting in minority experiences holding less weight than hegemonic ones.

In terms of the **prevention of gender-based violence and abuse**, the ODG plans to start working on a protocol in the near future, with the issue of internal power dynamics as its starting point. As described in the previous paragraph, the ODG is subject, as any other organisation, to power relations determined by diverse privileges or lack thereof (gender, age, etc.). There is an observable albeit non-explicit “ODG style” that affords rank within the organisation (while also creating pressure): rational, headstrong, direct, courageous, zealous, activist. This style reflects traditionally masculine traits, yet is widespread throughout the organisation, especially in mixed areas.

The organisation has, over the past year, taken onboard external consultancy that has laid the foundation for addressing malaise and conflict arising from the development of its mission, vision and values. It has also begun to address, again with external assistance, the power relations that condition internal operations. There is a necessity going forward to provide structure and continuity to these endeavours, and to be able to move in a direction of greater autonomy and resilience.

The last of the spheres analysed in this section is that which pertains to the wider **ODG** community, the **relationship between the members of the assembly, partners, and the organisation’s operational staff**.

There is a lack of clarity as to the assembly’s purpose and what is expected of it. Assembly members and partners are keen to participate more, but are unsure of how to do so and what is expected of them. For their part, operational staff are unsure of what they would like to see from these other areas.

While the ODG has clear mechanisms and services in place to deal with malaise and dissatisfaction among operational staff, this is less true in relation to the other members and roles within the organisation. There are, however, mechanisms and spaces for meetings, mediation, joint-working and feedback, enabling contact with individuals from outside the operational team. It is true that there is no explicit demand on the part of the members of the assembly for increased involvement in the organisation’s governance model. Nevertheless, a rethink of the issue may be necessary, with clear definition of key access pathways for joining the organisation and the role of those who do so without being directly employed by it. This rethink would cover the various roles that make up the organisation.

2.4. TRANSFORMATIVE PROJECTS

What have we looked at?



- Transformative projects
- Projects that give voice to stakeholders
- Partnerships

What have we observed?

The ODG works on **socially transformative projects**, raising awareness and incorporating care-focused approaches in its productive work and undertakings. However, there are no across-the-board mechanisms to fully ensure that these do not have negative effects in terms of inequality or environmental damage, with this depending to a large extent on the common sense of project leads.

A vision for ecosocial transformation has been developed from a feminist and decolonial perspective, but there is a sense that there is little Resources over how this message is put across. This impacts on an individual level, creating frustrations due to the difficulty in communicating certain ideas to those that the organisation attempts to reach. This need for a shared approach should be addressed collectively relative to existing expectations and personal experiences of the research activities carried out by the organisation.

There is no clear and shared criteria for bringing an ecofeminist and decolonial perspective on board in project development and monitoring, with this again depending on the individual willingness or awareness of the project leads.

Clear and shared mechanisms for incorporating local and traditional wisdom as a means of contributing to projects' ecofeminist and decolonial sustainability is also lacking. This wisdom is brought on board ad hoc and intuitively, however, there is no agreed-upon protocol on how to ensure projects **provide a voice to their stakeholders**.

In this area, power relations influence the way in which the knowledge of those who make up the organisation is acknowledged, valued, and taken onboard. This necessitates additional improvement efforts so that rank does not prevail in deTimescaleng how work is carried out.

The ODG has partnered over the years with many other organisations and groups (over 60 at last count), but without a clear criterion or **partnership** policy. We would suggest that a dos and don'ts' for networking and partnerships be established, in order firstly to provide continuity to the organisation's interests in strengthening feminist and anti-racist networks, and also to consolidate these connections in a strategic way, given the importance not only of networking to the organisation as a means of carrying out its activities, but also the relationships and links in and of themselves.

At the same time, the ODG's role as a benchmark organisation in a number of contexts provides a good opportunity for influencing policy through the work it does via the different networks in which it participates. This requires a definition of its position as regards politically influencing who it partners with. We consider that the ODG could take up the challenge of incorporating ecofeminism to influence policy in the current polarised political context and, at the same time, as a means of confronting opponents in a more pedagogical and less openly hostile manner.

3.

Ecosocial ceiling



What have we looked at?



- Impact awareness
- Mechanisms for reparation
- Promotion of ecofeminism

What have we observed?

Impact awareness

There is observable individual awareness in relation to the organisation's ecosocial ceiling, but it remains necessary to further develop and extend this. In terms of its social balance sheet, it is evident that the ODG is, on the one hand, developing a new strategic plan centred on an intersectional and transversal ecofeminist axis, while on the other hand it has a clear vision for reducing its environmental footprint in terms of how it manages material resources and supplies. Work is being done specifically on energy and gas, waste management and other measures for a conscientious, coherent and sustainable use of resources available to the organisation. There is also clear and shared criteria on specific issues such as catering services for events – using certified sustainable products – and a similar debate is underway regarding purchasing criteria. The environmental management plan that was to be implemented by 2019 remains to be completed.

// In terms of the overarching issue of the socio-ecological impact of the ODG's digital work tools, a transitional process - underway since 2016 - aims to move away from corporate tools with a high environmental and social cost and towards free software provided by locally-based projects focused on change and with a lower environmental footprint. The plan also focuses on limiting the 'cloud' space we use, and thinking carefully about the technology we use and buy. However, this has been carried out in an unsupervised way, without specific guidelines, clear criteria or consensus. Consolidating these practices could help to embed them further within the team."

One person's response to the "Perception of Staff and ODG Members Questionnaire," September 2021.

Mechanisms for reparation and contribution to resilience

As an urban organisation, imagining mechanisms for reparation and promoting environmental and territorial resilience – beyond the changing consumption patterns and means of transport – represents a challenge. Specific environmental impacts are analysed and discussed within the organisation, and decisions are made with these in mind. On several occasions, the organisation has been reflected on its measures to offset CO2 emissions, given that these do not necessarily lead to waste reduction policies, and often serve merely to compensate for continuing to pollute or consume in an unsustainable way. Guidelines and practices are in place for recycling waste, repairing and reusing electronic devices, using renewable energy and reducing emissions from transport and travel for work reasons, reducing air travel and encouraging the use of trains and maritime transport.

This is part of the dual challenge that the organisation faces to develop an environmental management plan and add a specific dimension for reparation and resilience.

Promotion of ecofeminism

The ODG has committed to providing a lead role, both in theory and practice, for ecofeminism as part of the next strategic plan that will serve as the organisation's route map over the coming years (as previously detailed). This notwithstanding, there is a feeling that the feminist side of this equation has been emphasised, while the ecological side has been neglected and requires further work. There is a widespread perception that the present Ecofeminist Transition Plan should serve as a guide and consultation resource in ensuring that the objectives set out in terms of becoming an ecofeminist organisation are achieved. A proposal has been made for indicators to be developed in order to analyse the achievement of objectives in this area.

// We ought to create practical strategies that enable us to bring a feminist and environmental perspective to all areas of our work. The ODG ought to be an equitable, fair, safe and sustainable space, and - at the same time - carry out its work on a basis of ecological and feminist reparation."

One person's response to the "Perception of Staff and ODG Members Questionnaire," September 2021.

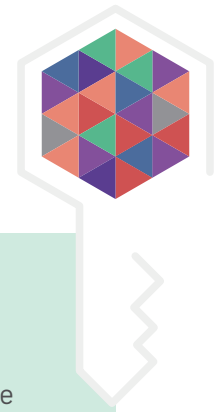
No mechanisms for rolling out transformative processes for the ecosocial transition in the lives of the people who make up the organisation have been observed. We believe this could serve as an important exercise for members in terms of awareness, and of collective emotional support as ecofeminist praxis.

// For me, it would be nice to see the ecological side of things cover more ground, not just harm reduction or our environmental footprint, but also the how this all relates to ourselves and the world in which we live. I really enjoyed the last away day, when we spent time looking at our relationship with and enjoyment of the natural environment. These are the kind of exercises which help you connect with the greater whole

Comentari d'una participant del pla de Transició ecofeminista, 2021.

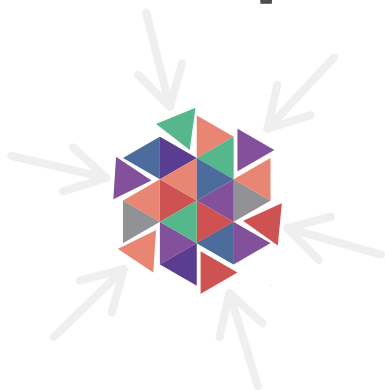
4.

Six key aspects to work on



- 1. We encourage everyone to devote time and space to reflecting on ecofeminism and decoloniality, and to put theory into practice!**
 - a. What does it mean to carry out ecofeminist and decolonial research? What do we want to discuss? How do we want to discuss it? Who are we doing it for?
 - b. What does it mean to lead ecofeminist and decolonial lives? Can we live them as we would like to? How do we deal with contradictions?
 - c. What does it mean to organise ourselves as a team and operate as an ecofeminist organisation? How can the organisation act as a lever of change through its activity and the lives of those who sustain it?
- 2. We encourage the organisation to work in depth on the balance between productive and reproductive tasks and the time taken to carry them out, and – once this is done – to review the definition and quantification of the time required of each role (both productive and reproductive) in the corresponding job description, with the aim that these should attract candidates who share the organisation's vision vis-a-vis feminism, environmentalism and decoloniality.**
- 3. Beyond working conditions – an aspect that the organisation has taken great strides in – we encourage the organisation to continue to go further in creating a caring work environment, giving time and space to emotional support and, by extension, full expression to the diversity of voices and experiences of the staff in relation to: power and privilege, task evaluation, personal and group health, workloads, the primary and secondary identity of the organisation, etc..**
- 4. We also encourage the organisation to engage in a shared definition of the operational team's expectations, and what is expected of them. This is a team with magnificent knowledge and great potential, and the ability to bring the organisation's political coherence into line with the work it carries out. The great work of the organisation has enabled it to stand as a benchmark worthy of confidence!**
- 5. We encourage the organisation to openly address how the founders of the ODG are seen from within (the foundational myth), insofar as we believe that this has created certain malaise and, at the same, there is a diversity of opinions on the matter. The organisation should also consider whether it has other, less acknowledged.**
- 6. Finally, we encourage those who make up the organisation to share and support each other in the face of the challenges that we and our world face.** We encourage you to rely more often on holistic connections as a means of appraising the personal and spiritual effects of the work you do. This will enable you to reach even greater awareness and move further towards ecofeminist practice.

5. Strategic framework and action plan



What follows is a summary of the action plan work carried out during the synopsis sessions concerning the strategic axes of the Ecofeminist Transition Plan. This summary covers a series of specific steps which may be taken over the next 3 years. At the end of each panel, the unresolved issues which the organisation has detected – and which will need to be addressed in order to continue work on defining the action plan – are also reflected. It is possible that these may not be fully dealt with over the next 3 years, but they will be able to form part of the strategy for monitoring and fulfilling of the organisation’s move towards ecofeminism in the long-term.

The steps are framed within six strategic work areas:

STRATEGIC AXIS 1

The ODG’s mission, vision and driving force

STRATEGIC AXIS 2

Composition and governance

STRATEGIC AXIS 3

Organisation of work and working time

STRATEGIC AXIS 4

Care: resources, skills and health guidelines

STRATEGIC AXIS 5

Ecosocial transformation, discourse and alliances

STRATEGIC AXIS 6

Responsibility for environmental impact

Axes and Strategic Objectives

STRATEGIC AXIS 1

Ecofeminist mission, vision and driving force

DEFINITION

Our organisation is committed, in its discourse and practice, to decolonial ecofeminism: we will put care and life at the centre, we will defend collective rights as a means of facing up to systemic oppression and its consequences on individuals and on communities in the south and rural areas, and we will learn from collective diversity.

OBJECTIVES

- Increase influence in people’s daily lives.
- Review, redress and reconcile with the previous iterations of the ODG.
- Understand health as holistic and collective (improving material working conditions, reflecting on working time policies and measures for emotional health).
- Balance critical, empowering and optimistic discourses.

STRATEGIC AXIS 2

Composition and governance

DEFINITION

We will move towards becoming a more diverse, fair, safe, co-responsible and participatory organisation, both within the operational team and the assembly, and for our members.

OBJECTIVES

- Move towards greater diversity in the operational team, assembly and partnerships
- Actively build group and community relationships
- Build a more democratic and weighted assembly model (means of access, information handover, and greater participation)
- Work on team resilience from a collective perspective

Axes and Strategic Objectives

STRATEGIC AXIS 3

Organisation of work and working time

DEFINITION

We will organise our work collectively and in a resilient way which puts personal needs arising from both the organisation's structure and its mission at the centre, with a particular focus on the acknowledgement, appreciation and equitable redistribution of the organisation's productive and reproductive work.

OBJECTIVES

- Establish a common outlook regarding the organisation's different working areas.
- Achieve a balance in the dedication to, and distribution and acknowledgement of, productive, reproductive and activist work.
- Work on internal privileges to facilitate diversity.
- Put mechanisms in place to ensure sustainable workloads and demands: assess and redistribute workloads within the team.
- Become a co-responsible organisation in the care work done by our members.

STRATEGIC AXIS 4

Care: resources, skills and health guidelines

DEFINITION

We will embed spaces, skills and guidelines for personal and collective care on a daily basis, in order to create a respectful and violence-free environment, and strengthen comprehensive health habits among individuals and the team as a whole.

OBJECTIVES

- Take co-responsibility for group care and development in the acquisition of everyday emotional skills (e.g. support) and awareness of roles of power so as not to abuse them.
- Consolidate channels and guidelines for care.
- Become more consistent in our at-work care.
- Be consistent in addressing individual and collective vulnerability and boundaries: be aware of the time and responsibility that taking on new challenges involves.
- Embed ecofeminism in everyday organisational practice.
- Establish resources and mechanisms for promoting health and healthy habits.

STRATEGIC AXIS 5

Ecosocial transformation, discourse and alliances

DEFINITION

We will continue to contribute, from a systemic perspective, to ecosocial transformation and justice through providing acknowledgement and support for existing practices and strategies for resilience and regeneration, establishing and prioritising strategic alliances, and engaging in discourse that is both critical and optimistic as regards the daily lives of people, communities and local areas.

OBJECTIVES

- Partner with dissident voices: Establish strategic alliances with LGBTQI+ and anti-racist organisations, among others.
- Expand networking, analysis and advocacy to Asia and Africa and activists from there, in addition to communities from the Global South affected by China's expansionism and investments.
- Establish a position on the transformative impact of our activity (short, medium, long term).
- Define and implement theory of change
- Actively contribute to the fight against racism (e.g. right to residence).

STRATEGIC AXIS 6

Responsibility for environmental impact

DEFINITION

We will continue to develop our awareness of the environmental impact our activity has on the peoples of the Global South and in the rural world that provides us sustenance. We will move towards degrowth, greater responsibility and reparation of our impact as an urban organisation from the Global North, and share our strategies and practices with those in our immediate environment.

OBJECTIVES

- Oversee and analyse changes in the organisation's impact on the natural and local environment.
- Set out and agree on a collective degrowth route map for the organisation.
- Establish intercooperation mechanisms for shared organisational degrowth.
- Promote regenerative and alternative projects in an inclusive way.

Action plan

STRATEGIC AXIS 1

Ecofeminist mission, vision and driving force

Action 1

Establish six-monthly meeting spaces to appraise communication and the organisation's approach to its ecofeminist driving force, mission and vision (for example: away day stages, ODG Monday, heartbeat spaces, etc.).

OBJECTIVES

1.1. Balance critical, empowering and optimistic discourses, in accordance with the organisation's ecofeminist mission and vision.

1.2. Collectively address the cultural, structural and relational aspects that make up the organisation's driving force.

Indicators

- Creation and use of these spaces.
- Meaningful participation from the operational team and the assembly in these spaces.

Oversight Political coordinator

Resources Space to stay overnight, fungible material

Timescale Semi-annually, over the next three years

Action 2

Increase the organisation's impact in people's lives, maintaining large ODG events (e.g. ODG days), networking with activists, and exploring other ways of communicating (such as podcasts).

OBJECTIVES

2.1. Increase influence in people's daily lives, in conjunction with macro-analysis.

Indicators

- Annual celebration of large events.
- Diverse range of debates and diverse participation in these spaces.
- Fixed annual number of meetings and networking actions with activists.
- Qualitative and quantitative evaluation of new forms of communication.

Oversight Operational team and communication manager.

Resources Physical space for the celebration of major events.
Operational team working hours.
Mechanisms for qualitative and quantitative assessment of novel forms of communication.

Timescale On an ongoing basis + major annual events.

Action 3

Review, redress and reconcile the relationship with previous iterations of the ODG, writing to former members, and inviting those who were formerly involved to the organisation's anniversary celebrations.

OBJECTIVES

3.1. Review, redress and reconcile with previous iterations of ODG

Indicators

- Receive response by letter
- Attendance of former members at the organisation's anniversary celebrations

Oversight Operational team

Resources Postal addresses and physical letters

Timescale First quarter of 2022

STRATEGIC AXIS 2

Composition and governance

Action 1

Identify the need for potential participants of the assembly:

- What interests and motivates them to get involved
- What needs they have in terms of participation (schedules, formats, language, etc.)
- What needs they have in terms of spaces and links (training, debates, away days) between them and the operational team

OBJECTIVES

1.1. A more diverse and democratic assembly

Indicators

- Results of the mapping and clear indicators for shaping the new assembly proposal

Oversight Political coordinator, care coordinator.

Resources Surveys, groups, discussion, interviews.

Timescale First quarter of 2022

Action 2

Define, draft and communicate the new role of the assembly and its implementation, using the following as a touchstone:

- Purpose, tasks and roles of the assembly.
- A clear procedure for joining (and leaving) the assembly.
- Mechanisms for interaction with the operational team.

OBJECTIVES

2.1. Build a more democratic and influential assembly model (means of access, information handover, and greater participation).

Indicators

- No. of people participating in the assemblies, diversity in terms of age, gender, background, political activism (for example, ecology, feminism, decolonialism, etc.), years of relationship with the ODG.

Oversight Political coordinator and assembly

Resources Hours and dedication of the people involved

Timescale Definition of purpose: third quarter 2022.
Implementation process between 6 and 18 months.

Action 3

Map collectives, together with the assembly, to put in place.

OBJECTIVES

1.1. Achieve a more diverse assembly

Indicators

- Map of organisations, collectives, and the activists who wish to be put forward to join the ODG assembly
- Put decolonial values into practice and make the assembly more diverse

Oversight Political coordinator and assembly

Resources Hours and dedication people involved

Timescale Process for the implementation of 6 months to 18 months

Open debate:

Training on power and rank

STRATEGIC AXIS 3

Organisation of work and working time

Action 1

Analyse the definition of productive and reproductive work from a gender perspective, to observe, quantify and map the division of tasks and assess how these are distributed.

OBJECTIVES

1.1. Ensure the recognition and balanced distribution of all types of tasks (productive/reproductive and visible/invisible).

Indicators

- Analysis undertaken
- Actions applied to ensure balanced distribution

Oversight Care coordinator

Resources Internal organisational working hours

Timescale Second semester 2022

Action 2

Build upon the time management model by highlighting preferences vis-a-vis which tasks are carried out according to role, projects with division by gender and acknowledging both productive and reproductive aspects, in addition to qualitative assessment.

OBJECTIVES

2.1. Build consensus on what work is, and how it is defined, within the ODG.

2.2. Acknowledge and appraise both spheres of the organisation and its undertakings: the productive and the reproductive.

Indicators

- Theoretical framework and documents that define it
- Actions applied to ensure acknowledgement
- Roll-out of time management tools

Oversight Care coordinator

Resources Human resources

Timescale Second semester 2022

Action 3

Establish which workloads generate stress for each team member, and what their needs are during peak workloads to avoid stress.

OBJECTIVES

3.1. Provide support during stressful peak working times.

- Indicators**
- Protocol for use of tools to avoid and/or cope with extra responsibilities and overexertions.
 - Emotional follow-up with team members in relation to workloads.

Oversight Care coordinator

Resources Human resources

Timescale 2022

STRATEGIC AXIS 4

Care: resources, skills and health guidelines

Action 1

Prepare protocol for the prevention of violence and mistreatment

OBJECTIVES

1.1. Working towards building a space free from gender-based, LGBTQIphobic and racist violence.

1.2 Ensuring an appropriate response to gender-based, LGBTQIphobic and racist violence.

- Indicators**
- Mutual protocol
 - Collection and appraisal of activities

Oversight Care coordinator

Resources Social and solidarity economy grant - €7,000
Internal resources

Timescale 1st semester 2022: Preparation
2nd semester 2022: Roll out
Fourth quarter 2022: Implementation

Action 2

Provide acknowledgement for facilitation work and establish a rotatory system for reproductive tasks (taking minutes, emotional accompaniment, chairing assistance).

*decide if agenda management falls under the responsibilities of a specific role/position.

OBJECTIVES

2.1. Equitable apportioning of responsibility for care-giving tasks

2.2 Acknowledgement of care tasks

- Indicators**
- Full implementation and standardisation of the system 6 months after roll out

Oversight Care coordinator

Resources Human resources
Additional elements for creating a pleasant and comfortable environment (refreshments etc.)

Timescale January 2022

Open debate:

Occupational Risks Plan

STRATEGIC AXIS 5

Ecosocial transformation, discourse and alliances

Action 1

Establish strategic alliances with LGBTQI+ and anti-racist organisations

OBJECTIVES

1.1. Partner with dissident voices

- Indicators**
- Number of actions taken, number of LGBTQI+ and anti-racist organisations
 - Relationship with partners and wider network

Oversight Political coordinator and researchers

Resources Human resources
Economic
Materials

Timescale 2022: Specific actions
2023: Campaigns
2024: Structural alliance

Action 2

Establish a position on the transformative impact of our activity (short, medium, long term)

OBJECTIVES

2.1. Take up positions in relation to the impact of the ODG's activities

Indicators

- Drafting of position with full range of points and schedules

Oversight Political coordinator

Resources Human resources

Timescale 2022: Position established
2023-2024: Implementation of actions

Action 3

Define and implement theory of change

OBJECTIVES

3.1. Activate the theory of change within the organisation

Indicators

- Meetings
- Material produced
- Implementation in activities and workflows
- Process indicators

Oversight Political coordinator
Care coordinator

Resources External training and support
Operational team working hours

Timescale 2022: Definition
2023-2024: Implementation

Open debate:

Expand networking, analysis and advocacy on Asia and Africa, its activists and the communities of the Global South affected by China and its investments:

- Establish relationships with fellow activists from Africa and Asia.
- Support and participate in campaign activities.

Actively contribute to the fight against racism (e.g. campaign for regularisation of legal resident status).

STRATEGIC AXIS 6

Ecosocial responsibility

Action 1

Preparation of an organisational and operational CO₂ budget (travel log sheet + digital activities log?). Establish a road map and methodology for economic offset of CO₂ emissions.

OBJECTIVES

1.1. Oversee and analyse changes in the organisation's impact on the natural and local environment

Indicators

- CO₂ budget
- CO₂ Emissions Economic Offset Commitment Document

Oversight Administrative team

Resources Human resources

Timescale 2021-2022: CO₂ emissions audit
2022: Roadmap and methodology for economic offset of CO₂ emissions + quantification of the CO₂ audit
2023: Implementation of the roadmap + implementation of the CO₂ budget

Open debate:

Set out and agree on a collective degrowth route map for the organisation:

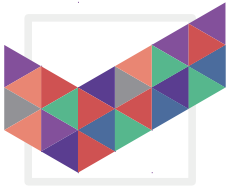
- Reduce the CO₂ budget over the following years
- Prioritise repair of digital resources instead of repurchase (Define degrowth for the ODG as an organisation: productive and reproductive work, good practices: e.g. Resilience Earth, Nerea Ramirez, Cyclos d'Ecologistas cooperative) Establir mecanismes d'intercooperació per al decreixement de l'entitat (sharing).

Establish intercooperation mechanisms for shared organisational degrowth.

Promote regenerative and alternative projects in an inclusive way:

- Identification of regenerative and transformational projects
- Monetary contribution via budgetary reduction

6. Monitoring and evaluation mechanisms



The implementation of the action plan covers a series of pending tasks: execution of the action plan, communication with the organisation and its staff, monitoring and oversight of the action plan, and evaluation thereof.

At the same time, the plan will require periodic adjustment in order to enable the meeting of needs as they arise, the resolution of unforeseen problems and/or the design of new actions which emerge from evaluation.

In order to ensure that those with structural responsibilities are not overburdened, we propose the creation of a joint committee between the assembly, members and the operational team that takes responsibility for the monitoring and evaluation of the ODG Ecofeminist Transition Plan.

Monitoring mechanisms

For the purposes of monitoring, the information provided by those responsible for each action point and the appraisal of the operational team will be sought. Any problems that may arise during the execution of the plan will be identified, and the appropriate solutions will be sought as and when this occurs.

The importance and relevance of monitoring lies in the fact that it provides a link between action and evaluation. For this reason, those responsible for the implementation of the plan must systematically document their activities.

The monitoring committee of the ODG's Ecofeminist Transition Plan will be responsible for overseeing plan roll-out on a quarterly basis, communicating with the aforementioned parties and gathering their opinion on an annual basis, taking into account the degree of satisfaction, and the benefits and difficulties that arise during the process.

Evaluation mechanisms

The main objective of the evaluation is to assess whether the actions designed and implemented match the objectives and expected results. Evaluative activities are carried out both throughout and at the end of the implementation stage of the action plan.

The criteria for evaluating planned actions may cover the following:

Planning of actions

- Degree of applicability to the current situation of the organisation.
- Adaptation of the objectives and expected results to the current situation of the organisation.
- Coherence of actions with the resources and objectives set out in the action plan.

Management of the plan

- Compliance with the planned timetable and goals.
- Balanced relationship between resource allocation and objectives.
- Effectiveness of the methodology used.

Results

- Achievement of the objectives and expected results and goals.
- Degree of participation and satisfaction of stakeholders.
- Benefits and difficulties in the process.

The evaluation will be the responsibility of the Ecofeminist Transition Plan monitoring committee, which will present the results to the other members of the organisation on an annual basis, together with a report on its activity and the programme for the following year.

7. Proposal for the rollout of the Ecofeminist Transition Plan and the Monitoring and Evaluation Committee



Description and objectives

The Monitoring and Evaluation Committee is responsible for **promoting and supervising the rollout of the Ecofeminist Transition Plan in a manner adapted to the changing circumstances of the organisation, establishing itself as stakeholder** recognised by those who work or participate in the organisation with regard to the promotion of the ecofeminist transition.

Its mission is to ensure that this transition continues and flourishes, is palpable, and that there is a solid commitment to it both structurally and on a day-to-day basis.

Responsibilities and tasks

- **Coordinate the execution of the actions** outlined in the plan, with the support of the **stakeholders** necessary for carrying these out.

- **Undertake monitoring, evaluation and updating** of the plan.
- **Prepare annual reports** on the execution, functioning and evaluation of the plan.
- **Communicate and promote** outlined actions.
- **Propose changes to the plan where applicable** in order to adapt it to the changing circumstances of the organisation.
- **Outline and channel the ideas and suggestions proposed by the operational team and the assembly** in relation to the ecofeminist transition.

Internal Roles

- **General Coordinator**: convene and record meetings (minutes), oversee work plan, evaluate plan rollout, prepare annual reports
- **Activities Coordinator**: work jointly with key partners and stakeholders for the rollout of the plan, in addition to external support agents
- **Communications Coordinator**: manage the plan's communication action points
- **Care Coordinator**: identify and address the needs of committee members in relation to their responsibilities, accompany new members

Frequency

The committee will meet **four times a year** (dates to be specified)

The monitoring committee will be convened on a regular basis by the General Coordinator.

Internal communication and decision-making

- The members of the committee shall preferably communicate by e-mail.
- Decisions will be taken in the meetings themselves and not through informal channels.
- Decisions will preferably be taken by consensus: where this is not possible, a vote shall be taken and the result shall be adopted by a simple majority.

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