



# INTEGRITY AT OXFAM

1 OCTOBER 2022 – 30 SEPTEMBER 2023

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## 1. INTRODUCTION

At Oxfam, we fight against inequality to end poverty and injustice. We advocate for economic justice, gender equality, and climate action and bring lifesaving support in times of crisis. In recent times, we have been confronted with increasingly complex emergencies, including the ongoing devastating humanitarian crises in Gaza, the Horn of Africa, Sudan, Ukraine, and Yemen. These crises have caused an unprecedented loss of life and exacerbated poverty, hunger, and inequality. Climate change has had a devastating effect on communities around the world, eroding social and economic progress and displacing millions of people. Creating safe and inclusive environments where people thrive is more critical than ever.

We work with partners and stakeholders in 81 countries and are committed to upholding human rights. Keeping people safe is a vital part of our work worldwide, from improving integrity and safeguarding policies and practices to installing solar lights that make people in refugee camps more secure. In our workplaces, we aim to create a safe and inclusive working environment where everyone feels empowered and confident in addressing integrity and safeguarding concerns.

This report covers the period from October 2022 to September 2023. Demonstrating our accountability to stakeholders, the report presents our progress in improving integrity and safeguarding systems and organizational culture. We have made considerable progress and recognize areas for further improvement. We will continue to invest in, monitor and evaluate our integrity and safeguarding systems, with our sustained commitment to creating a safe and inclusive environment for all our stakeholders.

**Amitabh Behar**  
Interim Executive Director, Oxfam International



**NOTE:** We hold ourselves accountable to key Oxfam policies, strategies, and other guidance documents, shared internally and externally.

They are as follows:

- One Oxfam Policy on Protection from Sexual Exploitation, Abuse and Harassment (PSEAH)
- One Oxfam Child Safeguarding Policy
- One Oxfam Youth Safeguarding Policy
- Anti-Fraud and Corruption Policy
- Anti-Fraud and Corruption Strategy
- Terrorism Financing and Financial Crime Policy
- Conflict of Interest Policy
- One Oxfam Corruption Response Standard Operating Procedure
- Oxfam Employee Code of Conduct
- Oxfam Non-Staff Code of Conduct

## 2. SAFEGUARDING

Safeguarding teams at Oxfam continue their efforts to prevent sexual exploitation, abuse, and harassment (PSEAH) throughout our activities by strengthening awareness and understanding of SEAH, promoting safeguarding mainstreaming, and maintaining high standards of case management and survivor support. Oxfam's organization-wide safeguarding function is facilitated through the Oxfam International Safeguarding Team, Safeguarding and Culture Forum, and Safeguarding Core Group to ensure adherence to global safeguarding standards and that safeguarding activities are aligned within the strategy.

### Key Milestones

Throughout the years, Oxfam has learned that safeguarding systems cannot be static and must evolve to meet the changing environments and activities that Oxfam leads. As the needs and structure of Oxfam advance, safeguarding continues to adapt and be prioritized in change and accountability processes. We developed a Safeguarding Strategic Framework for the recent merger of the Horn, East and Central Africa (HECA), Pan Africa, and West Africa regions into a One Africa Platform to streamline and facilitate safeguarding across this diverse continent. As safeguarding teams support strategy development, risk assessments and action plans, we have improved our understanding and prioritization of the contextual requirements, tailored ways of tracking progress, and improved access to resources.

Oxfam makes our safeguarding systems fit for purpose, and we ensure through regular monitoring to track our progress and evaluate the effectiveness of our safeguarding activities. For example, the largest Oxfam affiliate, Oxfam Great Britain (OGB) is piloting a management tool to track progress against the One Oxfam Ten Core Standards. The tracker will identify gaps and support areas across these standards, and report annually to OGB's trustees and directors along with the safeguarding strategy. Moreover, OGB has long instituted an annual external audit on SEAH case management. This audit recently found that 'throughout the review it was apparent that there is continued improvement in the recording and managing of safeguarding cases.'

A key learning of Oxfam has been that while safeguarding at the confederation level is important, our safeguarding work needs to be appropriate and contextualized to the places where we work. We have achieved the following in countries and regions where Oxfam is present:



- We conducted a pilot SEAH Risk Reduction Project and a Digital Feedback Mechanism in Niger and South Sudan for reporting safeguarding and other concerns.
- The Oxfam Latin American and the Caribbean (LAC) region designed a partner guide to build its own PSEAH frameworks. The guide addressed a gap in technical safeguarding resources globally, but specifically for the region since it was developed in, by, and for our LAC partners in Spanish. Details of the LAC Partner Guidelines have reached more than 800,000 people on virtual platforms.
- Oxfam Italy set up a Business Advisory Service to help partners and stakeholders define a system for preventing and managing misconduct cases.
- A safeguarding process flowchart and toolkit have been developed for partners in the Pacific, which is now widely used and supported by Oxfam's new regional advisor.

### Impact

Throughout the course of the year, Oxfam implemented and participated in key safeguarding activities, reflecting our ongoing commitment to reduce SEAH through our organizational culture, ways of working, and reporting and response mechanisms:

Training: Oxfam has safeguarding training requirements to help ensure that everyone who represents the organization knows their safeguarding responsibilities, including appropriate behaviour, and how to report when suspected misconduct occurs. We effected completion of the online safeguarding course and made changes to the course to make it more accessible. Training was given to staff and volunteers, including trading and support staff, online, virtually, and in-person so that everyone was reached – travel briefings were offered to visitors and donors on their safeguarding obligations while on country and program visits. Training was also given to vendors and suppliers, with safeguarding onboarding and support; and regular updates about safeguarding priorities and commitments are provided to some affiliate boards of directors. Externally, partner organizations, their staff and communities received training on safeguarding concepts and practice. They were supported to strengthen community engagement through these trainings and with ongoing support from Oxfam safeguarding staff. The Horn, East, and Central Africa (HECA) region trained 33 partner organizations (82 participants), while the Latin America and the Caribbean (LAC) region led 72 sessions for over 1,000 people and 34 organizations. Meanwhile, OGB held partner trainings in Bangladesh, Jordan, Nepal, Poland, Ukraine, and Yemen.

Communications: 26 October 2022 was the first PSEAH International Day of Action, recognized by the Oxfam confederation with global and country-level activities. Posters in different languages showing One Oxfam Safeguarding policies were displayed in Oxfam offices. Simple visual safeguarding messages were printed on laminated cards and posters for use in Oxfam vehicles or Oxfam kitchens and public spaces. Oxfam also offered webinars during this Day of Action, for example, 'How to Report Misconduct' and 'Safeguarding for Grant Managers.'

LAC was one of the most active regions. For six days, the regional office raised awareness of PSEAH's links with gender justice, how to reshape organizational culture, and highlighting everyone's responsibility to prevent abuse of power. Oxfam's leadership communications in Spanish strategically positioned us in the region and increased visibility worldwide.



Safeguarding Leads and Focal Points (SGFPs)<sup>1</sup> All Oxfam offices have a minimum of two Safeguarding Focal Points. Countries with complex programs also have full-time Safeguarding Leads. These staff members are key to strengthening safeguarding and have been trained on topics including psychological first aid, support to SEAH victims/survivors, and training of trainers for safeguarding. They also train staff, partners, and communities on these topics. In addition to our e-module course for Safeguarding Leads and Focal Points, Oxfam facilitated two-hour training sessions for Safeguarding Focal Points in Asia. In addition to this training, regions have SGFP ‘communities of practice’ (staff groups that meet regularly) to share their country's safeguarding practices in online meetings and workshops.

External Engagement: Oxfam is looked to as a leader at regional and country levels for safeguarding. We are active in both the Regional Southern and Eastern Africa PSEAH Working Groups and in the PSEAH Network in Yemen. Oxfam is also part of the Core Humanitarian Standards Harmonized Case Data Scheme and engages actively with international non-governmental membership organisations such as InterAction and BOND along with donors such as the European Union, Foreign, Commonwealth and Development Office, and Disasters Emergency Committee. Safeguarding teams continue to work with others in the sector to improve our understanding of safeguarding and how to influence workplace culture to reduce SEAH incidents.

### **Plans**

We are working on a One Oxfam Safeguarding Strategy and an Accountability and Responsibility Framework, informed by organizational learning, to streamline our approach and implementation of safeguarding at Oxfam and develop a more cohesive way of approaching and implementing safeguarding. The strategy will be finalized and made available in the next reporting period.

## **3. SAFE PROGRAMMING**

Safe Programming is the term Oxfam uses to refer to our approach to designing and implementing activities that help ensure that we identify, manage, and respond to potential risks that our program activities pose to the communities where we work.

### **Safe Programming E-Learning Module**

Oxfam's safe programming e-learning module, launched in January 2022, has been completed by 234 members of Oxfam staff. In October 2022, the course was also added to the partner portal of our intranet. Since then, over 200 partner staff have taken it. The course has also been translated into Burmese and Russian, as requested by colleagues from Oxfam in Myanmar and Oxfam's Ukraine response team.

### **Safe Programming Training**

Oxfam organizes regular online and in-person training. Between October 2022 and September 2023, at least 386 people participated in Safe Programming training and the Training of Trainers training. This is in addition to regular training in countries and program teams for which data is not tracked.

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<sup>1</sup> Safeguarding Focal Points are an integral element to supporting the rights of communities and survivors and to supporting safeguarding investigations. The Safeguarding Core Standards recommends that two Focal points are appointed in every office.



### **Piloting Merged Feedback Mechanisms in South Sudan**

Oxfam's Safe Programming Working Group has been working with monitoring, evaluation, and learning (MEAL) teams and safeguarding colleagues from Oxfam in South Sudan. Other stakeholders within OGB and Oxfam International (OI) to design a 'merged feedback mechanism' that will allow misconduct reports and feedback from programs to be received through the same reporting system. This channel will be accessible alongside other existing mechanisms. Once received, misconduct cases are managed separately in accordance with Oxfam's Standard Operating Procedures. However, we acknowledge that how we internally differentiate between misconduct and programmatic feedback may not be the same for individuals using this merged feedback mechanism. Piloting started on 1 October 2023; a learning event will take place in 2024.

### **Integrating Safe Programming into Programs**

Ten country teams<sup>2</sup> are working on strengthening safe programming within programs. Activities delivered through these programs included training for staff and partners on safe programming, but also on related themes, such as data rights, development of safe programming checklists and safe programming self-assessments. Other global initiatives seek to generate learning about how Oxfam could mitigate safe programming risks; for example, risks that can occur during the selection process for project participants.

### **Safe Programming Evaluation**

The Safe Programming Working Group commissioned an external evaluation of the Safe Programming Approach, which was finalized in January 2024. The evaluation gathered learnings of the approach's key strengths and gaps, and established priorities for the group's working for Oxfam's next strategic planning period.

### **Safe Programming Strategic Oversight Group**

We formed a strategic oversight group to help steer the strategic direction of safe programming work. This replaces the Safe Programming Reference Group and comprises senior leadership from country programs, regional platforms, Oxfam International, and affiliates. Meetings take place quarterly.

### **General Inputs: Enabling Factors for Reporting Misconduct**

Oxfam published its report on barriers to misconduct reporting in August 2023. The report consolidates the final learning and recommendations from the pilot projects in Ghana and Iraq from April 2021 to April 2022. An accompanying blog has also been published underlining the recommendations on integrating power. Key takeaways from the report include the need to use decolonized methodology and intersectional power analysis, identifying the power dynamics at play. We identified the need to provide flexible funding as teams see fit to strengthen decolonial partnerships, foster more accountability in programming, and unpack perceptions on community resolution, in which community members are appointed to solve or challenge a dispute. The report also highlighted the importance of reparative justice.

## **4. PEOPLE AND CULTURE**

People and Culture in Oxfam is centered around our values and feminist principles and working to implement them systematically across the organization. In alignment with the Oxfam feminist principle of 'nothing about us without us,' we encourage staff to voice their opinions and concerns in several ways, including through webinars, surveys, and management meetings. In June 2023, we launched a

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<sup>2</sup> Central African Republic, Chad, Democratic of Congo, Iraq, Niger, Occupied Palestinian Territory, Somalia/Somaliland, South Sudan, Syria and Yemen



pulse survey to provide a quick ‘health check’ on our journey of improvement as an organization. It followed two surveys, the 2021 Global Staff Survey and the 2022 Pulse Survey, which provided avenues to co-create and strengthen the themes we focus on in our Global Action Plan.

### **Oxfam’s Culture Framework**

Oxfam continued the co-creation process to define and integrate Oxfam's Culture Framework. We managed the Global Diversity and Inclusion Working Group and the disability sub-group. The group’s objective is to collaborate with stakeholders within the confederation to develop the OI Equality, Diversity, and Inclusion Policy Framework (EDIPF).

We have maintained the Baraza, a forum for staff. Its primary objective is to create a safe space for individuals to voice their concerns and be heard. The platform allows us to address issues related to diversity, equality, and representation, such as racism and power dynamics, within Oxfam. In close collaboration with stakeholders such as Strategy and Feminist Futures (a department of Oxfam) and colleagues from the Gender Justice Forum, Baraza members shared their insights. They crafted a narrative around diversity, equity, and inclusion for staff. The Oxfam Baraza Report 2022 was published internally in Arabic, English, French and Spanish.

### **Wellbeing**

Employee well-being and mental health remain a top priority at Oxfam in the post-Covid pandemic era. Representatives from across the confederation collaborated to develop a Staff Wellbeing Implementation Plan.

The People and Culture Team launched a Wellbeing Working Group in August 2022, which meets once a month. The working group uses the World Health Organization Constitution's definition of wellbeing: ‘a state in which employees realize their abilities, can cope with the everyday stresses of life, work productively and fruitfully, and contribute to their community.’

While staff can access the global Employee Assistance Program with its confidential helpline, we also support line managers in becoming wellbeing ambassadors and first points of contact for their teams to tackle wellbeing challenges. We are building a community of mental health ‘first aiders’ across the confederation – staff trained to give staff confidential support and signposting, from sharing resources on mental health to giving tips on managing stress in the workplace. Lastly, we have developed a Wellbeing Knowledge Bank accessed through the staff intranet, Compass; the bank’s contents will be translated from English into Arabic, French, Portuguese, and Spanish.

### **Wellbeing activities from October 2022 to September 2023**

- **November–December 2022** Line managers’ drop-in sessions and survey on wellbeing for line managers. Thirty-five line managers attended the drop-in session, and 52 gave us feedback on wellbeing needs. Based on this, we compiled a document that informs their training needs.
- **March 2023** HECA CAT 1 Hunger Crisis Team wellbeing session during a face-to-face meeting in Nairobi.
- **March 2023** Global well-being session, in partnership with OGB and Mind Gym. The training provided line managers with strategies for the wellbeing of their teams.
- **March 2023** Wellbeing presentation to the Asia region HR community of practice
- **April–May 2023** Facilitated personal financial wellbeing sessions for the HECA region over four weeks.



- **November 2023** The wellbeing group organized a colleague Wellbeing Care Response meeting to brainstorm ways to support staff during the crisis in the Occupied Palestinian Territory.

### **Referencing Practices**

Oxfam is committed to preventing any inappropriate behavior at work, including safeguarding misconduct, corruption misconduct, interpersonal misconduct, and lack of integrity, as well as promoting the welfare of children, young people, and adults. A working group has updated the Oxfam Referencing Framework Guide and all the referencing templates established in 2019. These updated materials will be presented to the HR Directors of Oxfam affiliates. The new Referencing Guidelines introduce several changes:

- New approaches for incoming and outgoing references
- Separation of performance and misconduct references and checks on misconduct for incoming references.

## **5. GENDER JUSTICE**

### **Oxfam's Five-Year Gender Justice Strategy: Weaving Together Our Collective Vision**

At Oxfam, we have been paving the way to our commitment to gender justice and a feminist decolonial approach. Developing a five-year Gender Justice Strategy is a significant milestone in this journey. The strategy is the product of an interactive approach, with a reflective appreciation for Oxfam's work on gender justice.

The OI Gender Justice Feminist Futures team, in collaboration with colleagues, initiated this process by organizing thematic and regional workshops. Online gatherings provided a platform for stakeholders across the confederation to delve into regional contexts and fostered discussion on critical aspects of gender justice. These included work on civic space, gender-based violence (GBV), reproductive justice and bodily rights, LGTBQIA+ and sexual orientation, gender identity, rights for gender expression and sex characteristics (SOGIESC), and feminist movements. The workshops stimulated discussion and set the scene for collaboration with humanitarian work, civic space, economic justice, and climate justice. Building on the insights garnered from our initial workshops, we conducted sense-making workshops where we collectively analyzed the input, challenges, and opportunities that lie ahead.

As we approached the final stages of developing our five-year Gender Justice Strategy, we convened a face-to-face gathering in October 2023. Participants discussed how our commitment to gender justice translates into visible and enduring transformative change within and beyond Oxfam.

### **Feminist Futures Magazine**

In May 2023, we launched the eighth edition of the Feminist Futures magazine (a publication shared across the confederation in Oxfam). This edition reviewed the 16 Days of Activism against Gender-Based Violence in 2022. As part of this global campaign, and together with feminists and allies worldwide, Oxfam exposed the impact of austerity through shared stories from young activists in the LAC region and shone a light on women's narratives of violence and resistance in Africa and the Middle East.

### **Generation Equality Forum**

In June 2023 Oxfam submitted an Annual Report on its Generation Equality Forum commitments. We reported on the progress made in our unpaid care-related work across the confederation. Some highlights were:





- Ten countries rolled out Oxfam's care policy scorecard, and three implemented the Rapid Household Survey with partners and some governments to develop comprehensive care policies.
- Asia and Pan Africa programs formulated regional advocacy plans on care.
- Oxfam teams in Asia made inroads with the new Chair of the Association of Southeast Asian Nations (ASEAN) to advance advocacy on care work collectively with the Asia Feminist Coalition.
- The Women's Economic Empowerment and Care (We-Care) program successfully advocated for better care policies in Ethiopia, Kenya, Malawi, Zambia, and Zimbabwe.
- In LAC, we documented contextual realities and transformative care programs and initiated a feminist Euro-Latino-American learning and advocacy network.
- We produced policy briefing papers [The Ignored Pandemic](#) (November 2021), which created awareness of a care crisis due to policy decisions.

## 6. GOVERNANCE AND OVERSIGHT

Since the reform of our governance architecture in 2021, Oxfam International's global governance has comprised the following:

- The International Board: responsible for global stewardship and overseeing strategy and confederation-wide risk.
- A multi-stakeholder Assembly: a space for future-looking strategic ideas and thought leadership.
- The Affiliate Business Meeting (ABM): consisting of representatives from Oxfam affiliates and responsible for the confederation's legal and fiduciary obligations.

A Constitution, a Governance Code of Conduct, and the Rules of Procedure govern Oxfam International. These constitutional documents lay out the responsibilities and duties of each one of these governance components and regulate how accountability and oversight are carried out across the confederation.

The International Board is composed of nine members, who reflect the diversity of the confederation while also having the skills, knowledge, and experience needed to oversee Oxfam's risks. The Board works through three committees; of these the Finance, Risk and Audit Committee (FRAC) is responsible for overseeing both safeguarding and the prevention of fraud across the confederation. One of the top priorities of the OI Board is to continuously review our governance accountability to make sure it is fit for purpose and agile while also making sure that Oxfam is a safe and inclusive workspace for everyone engaged with the organization.

In addition, individual Boards from affiliates provide oversight for their affiliates and, where they are present as service providers in the confederation, for integrity and safeguarding.

Management oversight is provided through the Safeguarding and Culture Forum (SGCF), a delegated body of the Executive Directors Forum. This body has evolved alongside the governance structure of the organization. The SGCF meets monthly and provides operation oversight and coordination across the confederation. Together with the Safeguarding Core group, it integrates the body of work that creates an ecosystem for safeguarding.





## 7. FRAUD AND CORRUPTION

In accordance with our Anti-Fraud and Corruption Strategy, we implement contextualized approaches to tackling the risk of fraud and corruption. Our strategic focus is to steer better fraud and corruption resilience for the confederation while embracing the core Oxfam values of inclusivity, empowerment, and accountability. Each affiliate in Oxfam takes responsibility for the approach in implementing the One Oxfam Strategy.

We carried out compliance reviews and internal audits as part of our deterrence and prevention efforts. For example, we conducted an internal audit of our OIS HQ office in Nairobi, Kenya, including procurement and project management. Other affiliates' examples include Oxfam Hong Kong's project auditors, who conducted 100+ audits and made checks and balances reviews for partner funding, which included reporting any irregularities or signs of financial misconduct. Oxfam Canada conducted six internal audits, encompassing quality control checks, internal control assessments, and other integrity reviews. And Oxfam Novib (Oxfam in the Netherlands) conducted internal audits in Cambodia and the Occupied Palestinian Territory. These assessments were integral to our commitment to ensuring adherence to internal control measures and maintaining the highest standards of integrity across our operations.

In addition, as part of our prevention activities, Oxfam trained staff in financial and project management in the following areas:

- Review of project plans, contracts, and risk assessments
- Anti-fraud and corruption concepts
- Code of conduct
- Ethical leadership.

These trainings were carried out both online and in person, and with translation into different languages to increase accessibility. We also continue to create awareness among management, via reports (of case statistics and investigation recommendations, for example) and awareness-raising sessions.

Staff are engaged not only in training but in providing feedback. For example, Oxfam Canada established a dynamic Program Compliance Working Group consisting of finance, compliance, and international program units, which plays a pivotal role in fostering a culture of integrity and ensuring collaboration across departments to strengthen overall compliance. In July 2022, OGB conducted its twice-yearly Staff Survey on Anti-Corruption, which achieved 922 respondents from staff in 25 countries. Responses showed an improvement in performance in most topics addressed; 94% of staff surveyed believed that OGB had a robust anti-corruption culture in which corruption is not tolerated.

Oxfam also had an impact on the prevention of fraud and corruption externally. OGB supports the UK's annual Charity Fraud Awareness Week, which published six anti-corruption videos focusing on corruption and published guidance documents on corruption risks in cash and voucher assistance and guidance on the use of third-party agents and intermediaries. We participated as speakers in external events Speaking up in the Screen Sector, organized in the UK by the BBC, and the Integrity at Work Conference, organized by Transparency International Ireland. Oxfam Canada participated in national and international events and forums dedicated to the improvement of transparency, integrity, and ethical culture within the charity sector. Oxfam Canada is an accredited member of Imagine Canada's Standards Program, which includes financial accountability and transparency. Such engagements



allowed us to contribute to and benefit from a global dialogue on best practices and innovative approaches.

Technologically, we try to be innovative and support our strategy. We continue to ensure quality case management of suspicion of corruption cases by using a case management system for all affiliates (CLUE), including the Oxfam International Secretariat.

Oxfam in Canada introduced a Compliance Incident Tracker to enhance accountability within the affiliate. This is a system designed to monitor and manage the progress of compliance-related incident cases. The initiative is expected to improve our accountability measures by providing a systematic and transparent approach to incident tracking, investigation, and resolution. This aligns with our commitment to maintaining the highest standards of compliance and ethics, and it represents a significant step in our ongoing efforts to enhance accountability within our sector. It also aims to enhance security and reduce fraud. Oxfam Canada has implemented multi-factor authentication on its platforms.

In terms of policy, we recognize the value of continuous improvement and keeping abreast of new developments. Consequently, we started updating our Oxfam Policy and Standard Operating Procedures for Prevention of Anti-Terrorism Financing and Aid Diversion, and our Oxfam Strategy for Anti-Fraud and Corruption, including a consultation process across affiliates, countries, and regions. We aim to finalize these updates in FY 2024–25.

### **Looking Ahead**

Oxfam is working on making the One Oxfam misconduct reporting form offline so that it is more accessible to communities we work in where the internet is not always available.

We are also working on enhance background checks processes and partner assessments. In Oxfam Hong Kong, we are working on improving further the assessment criteria, including partners' track record, project audit comments, conflict of interest and risk assessment.

We will continue to improve and provide our trainings to staff and partners. Oxfam Novib is planning initiatives to raise awareness around conflict of interest. OGB will increase awareness of Speak Up and reporting mechanisms, including at the program participant level, to help staff and partners build their capacity in anti-corruption.

## 8. SAFEGUARDING DATA, 1 OCTOBER 2022 – 30 SEPTEMBER 2023

For the period October 2022 to September 2023, a total of 157 safeguarding concerns were documented. This included 35 matters brought forward from the previous period and 122 that were registered during this reporting period. At the end of September 2023, 116 matters were closed, and 41 were carried forward.

### Closed Cases

Closed cases are those where an allegation has been reviewed, investigated where necessary, and an outcome reached and acted upon. Through our survivor-centered approach, some cases may not result in a formal outcome due to a survivor wishing to access support rather than to go through a formal investigation process.

Just over half (54%) of closed cases were not formally investigated; following initial assessments it was determined that these matters were not safeguarding-related, or it was assessed that no further investigation was required. In 2 instances, the complainant did not wish to take the case forward, and supportive action was taken without a formal investigation taking place. This reflects a downward trend compared to last year's data on non-investigated closed cases, which saw 60% of cases not investigated.

Closed cases	Number	%
Fully investigated cases	51	44%
Initial review / assessment / referred to other departments	63	54%
Investigation discontinued at the request of the reporter	2	2%
<b>Total</b>	<b>116</b>	<b>100%</b>

### Misconduct Types

Most allegations and concerns relate to sexual harassment (37%) or other internal reportable issues (28% for concerns such as bullying or other inappropriate conduct), with a combined total of 65%. This is a fluctuation from last year, where cases were 28% and 43% respectively (a total of 71%). This year, the number of concerns involving children increased to 15% (17 in total) as compared to 7% last year (9 cases). This may signal an increase in confidence in using our reporting systems. However, when looking at the context and circumstances of these cases, it reaffirms the need for Oxfam's continued focus on the safeguarding measures we take to prevent child abuse. Concerns raised regarding sexual abuse were almost the same for the two reporting periods: 7 this year, and 6 previously.

The 116 closed cases included:

Misconduct type	Number	%
Allegations of sexual abuse	7	6%
Allegations of exploitation (including actions such as paying for sex)	16	14%
Allegations of sexual harassment	43	37%
Allegations that involved children	17	15%
Allegations of other internal reportable issues (such as bullying or other inappropriate conduct; sexual or romantic relationship against the Code of Conduct and Conflict of Interest Policy)	33	28%
<b>Total</b>	<b>116</b>	<b>100%</b>



## Outcomes

As last year, 27 cases were upheld, though there were fewer dismissals in the previous reporting period (6, compared to 11 this year). Last year saw more cases referred elsewhere (82, compared to 63 this year). Five complainants last year did not want to take the case forward, which is more than the 2 cases this year.

The outcomes and actions taken against the 116 closed cases were:

Outcomes	Number	%
Upheld		
Dismissals	11	9%
Disciplinary actions	10	9%
Non-disciplinary actions	6	5%
Partially upheld		
Disciplinary actions	3	2%
Non-disciplinary actions	2	2%
Other actions		
Not upheld	9	8%
Not upheld due to insufficient evidence	10	9%
Initial review / assessment / referred to other departments	63	54%
Investigation discontinued at the request of the reporter	2	2%
<b>Total</b>	<b>116</b>	<b>100%</b>

## Survivor Categorization

There was a larger percentage in the category of 'others' last year (36%), compared to the period being reported (11%). The larger percentage of non-managerial staff and volunteers continues this year too. The non-managerial survivor numbers rose from 24% to 38%, while volunteer survivors rose from 11% to 13%. A small increase was also seen in the number of survivors who were either from the community or were program participants (22 people last year, compared to 26 this year).

Of the 116 cases closed, the survivors are made up of:

Survivors	Number	%
Program participants	11	8%
Members of communities in which Oxfam works	15	11%
Volunteers	18	13%
Children	13	10%
Non-managerial staff	50	38%
Managerial staff	2	2%
Partner staff	9	7%
Others	15	11%
<b>Total</b>	<b>133</b>	<b>100%</b>

(Note: There were cases with multiple survivors; hence the numbers are more than the total cases closed numbers.)

## Subjects of Concern (Alleged Perpetrators) Categorization

Non-managerial staff continues to be the highest category of subjects of concern, from 28% last year to 30% this year. The proportion of managerial staff has also risen from 16% to 19%, as has volunteers



(15% to 17%) and partner staff (10% to 13%). Unknown/others was the second largest category last year (26%), but this percentage has dropped to 8% this year. This may be attributed to both better record-keeping and an improved practice of clarifying details of reported concerns.

Of the 116 closed cases, the subjects of concern (alleged perpetrator) comprise:

<b>Subjects of concern (alleged perpetrators)</b>	<b>Number</b>	<b>%</b>
Members of communities in which Oxfam works	9	7%
Volunteers	20	17%
Non-staff (eg contractors, consultants)	8	6%
Partner staff	17	13%
Non-managerial staff	39	30%
Managerial staff	24	19%
Unknown/others	11	8%
<b>Total</b>	<b>128</b>	<b>100%</b>

(Note: Some reports include mention of more than one subject of concern; hence the numbers are more than the total closed case numbers.)

Oxfam is committed to supporting survivors of PSEAH and to creating a culture of zero tolerance for inaction, coupled with a strong culture and accountability to prevent abuse and exploitation, and to encouraging people to come forward to report their concerns.

Oxfam offers support to all alleged survivors of safeguarding incidents, even when a report does not lead to an allegation and in cases when the investigation is unable to substantiate the claim. Oxfam coordinates support for victim-survivors through referrals to specialized service providers, as well as through immediate appropriate support. The support depends on the victim-survivor giving informed consent, their needs, associated risks, and Oxfam's capacity. Out of the 157 concerns over the year, victim-survivor support was provided in 55 instances.

### **Open Cases**

At the end of September 2023, Oxfam continued to investigate 41 cases. Oxfam's commitment to a survivor-centered approach means that some investigations take additional time to ensure that they are conducted safely and at a pace that survivors are comfortable with.



## 9. FRAUD AND CORRUPTION DATA, 1 OCTOBER 2022 – 30 SEPTEMBER 2023

Between 1 October and 30 September 2023 there were 170 misconduct cases reported, and 140 were closed. Some of the closed cases relate to earlier reporting periods. Of the 140 cases closed, 79 were investigated and 61 underwent an initial review and assessment.

### Closed Cases

Closed cases are those where an allegation has been reviewed, investigated where necessary, and an outcome reached and acted upon. There are some closed cases that include instances where the case was not upheld or did not proceed because of insufficient information available to justify the need for formal investigation or the case was transferred to other department, among other reasons.

Closed cases	Number	%
Fully investigated cases	79	56%
Initial review / assessment	61	44%
<b>Total</b>	<b>140</b>	<b>100%</b>

### Misconduct Types

Closed cases of misconduct were classified as follows:

Misconduct allegation subtype	Number	%
Bribery	14	10%
Fraud	63	45%
Nepotism	12	9%
Fraud and corruption, other	27	19%
Terrorist financing	0	0%
Theft	13	9%
Undeclared conflict of interest	11	8%
<b>Total</b>	<b>140</b>	<b>100%</b>

### Outcomes

Of the 79 investigated cases, 72% (57 cases) were upheld, and the remaining 28% (22 cases) were not upheld. All 140 closed case results were as follows (note that a case may have multiple outcomes):

The outcomes of actions taken for the (57) upheld cases	Number
Written warning	13
Termination of employment	8
Referred to partner for action	4
Non-disciplinary actions, eg control improvements, modification to processes	28
Other disciplinary action	9
The outcomes of actions taken for the (22) not upheld cases	
Not upheld, no further action	14
Not upheld, non-disciplinary actions, eg control improvements, modification to processes	8
Preliminary assessment	
Insufficient evidence to proceed	25
Informant did not want to proceed	0
Outside organization's mandate	5
More information required	3



Referred to another affiliate	0
Referred to another department	8
Lack of resources	0
Other	17

Subjects of concern amounted to 114, as follows:

Subject of concern	Number	%
Members of communities in which Oxfam works	1	1%
Partner staff	24	21%
Non-managerial staff	47	41%
Managerial staff	18	16%
Related personnel (non-staff, eg contractor, volunteer, intern)	13	11%
Others	11	10%
<b>Total</b>	<b>114</b>	<b>100%</b>

END