

Oxfam International (OI)

Renewal Audit – Summary Report – 2026/03/15

1. General information

1.1 Organisation

Type	Mandates	Verified
<input checked="" type="checkbox"/> International <input type="checkbox"/> National <input type="checkbox"/> Membership/Network <input checked="" type="checkbox"/> Direct Assistance <input checked="" type="checkbox"/> Federated <input checked="" type="checkbox"/> With partners	<input checked="" type="checkbox"/> Humanitarian <input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Advocacy	<input checked="" type="checkbox"/> Humanitarian <input type="checkbox"/> Development <input type="checkbox"/> Advocacy
Legal registration	INGO – Legally registered in The Netherlands as a Foundation (Stichting).	
Head Office location	Global	
Total number of organisation staff	267 staff in OI Secretariat (including GHT) and 7,200 staff across the Oxfam Confederation (as of December 2025).	

1.2 Audit team

Lead auditor	Joanne O’Flannagan
Second auditor	Aninia Nadig
Third auditor	-
Observer	-
Expert	-
Witness / other participants	-

1.3 Scope of the audit

CHS:2024 Verification Scheme	Certification
Audit Cycle	Third cycle
Type of audit	Renewal Audit
Scope of audit	The audit covers Oxfam’s humanitarian work globally, including the work of the Global Humanitarian Team (GHT), all Oxfam affiliates and all humanitarian responses implemented across the Oxfam International confederation.
Focus of the audit	<p>The audit assessed Oxfam’s humanitarian programming across diverse geographical locations, including an onsite assessment in Syria - a large-scale Category 1 response with both direct implementation and partnership programming (WASH, Gender, Protection).</p> <p>As this is Oxfam’s first audit under CHS:2024, previous CARs from CHS:2014 were not formally closed, but informed a risk-based audit approach and were mapped to corresponding requirements in the updated standard.</p>

1.4 Sampling*

Sampling unit	Country Programmes
Total number of sampling units	22
Sample size	4
Total number of onsite visits	1
Total number of sampling units for remote assessment	3
Sampling Unit Selection	
Random Sampling – onsite/remote	Purposive Sampling – onsite/remote
Jordan – not selected	Syria – onsite
DRC – not selected	Niger – remote
Ukraine – remote	Venezuela – remote
Lebanon – not selected	
<p>Any other sampling considerations: The audit team sampled humanitarian programmes across three different regions covering Category 1, 2 and 3 Responses. One country programme from the random sample was selected; the remaining three were purposively selected as several countries generated by the random sample had been audited in recent years. The purposive sample included Ukraine, a fully partner-led Country Programme with strong local humanitarian leadership (LHL) objectives. The audit team interviewed staff from the Executing Affiliates (Oxfam GB (OGB), Oxfam Intermon (OES) and Oxfam Novib (ONL)) for the sampled Country Programmes, as well as staff from the Global Humanitarian Team (GHT) and Oxfam International Secretariat (OIS) including Regional Platforms.</p> <p>Additional community consultations in Syria were undertaken remotely following the onsite assessment to strengthen evidence from the community perspective, as some planned meetings during the Syria visit could not take place due to logistical challenges.</p> <p>Sampling risks identified: No sampling risks identified. The audit team is confident in the findings and conclusions of this audit based on the sample as outlined above.</p>	

**It is important to note that the audit findings are based on a sample of an organisation's activities, programmes, and documentation, as well as direct observation. Findings are analysed to determine an organisation's systematic approach and application of all aspects of the CHS across different contexts and ways of working.*

2. Activities undertaken by the audit team

2.1 Opening Meeting

Date	2025/11/12	Number of participants	84
Location	Remote	Any substantive issues arising	None

2.2 Locations Assessed

Locations	Dates	Onsite or remote
Head Office - OI, GHT, OES, OGB, ONL, MENA and WAF Regional Platforms, Board (OGB and OI)	2025/11/12 – 2025/12/10	Remote
Syria	2025/11/23 – 2025/11/27 2025/12/01 – 2025/12/09	Onsite Remote
Niger	2025/12/02 – 2025/12/08	Remote
Venezuela	2025/12/03 – 2025/12/05	Remote
Ukraine	2025/12/04 – 2025/12/10	Remote

2.3 Interviews

Level / Position of interviewees	Number of interviewees		Onsite or remote
	Female	Male	
Head Office			
OI Secretariat including Global Humanitarian Team (GHT)	17	8	Remote
Executing Affiliates (OES, OGB and ONL)	8	4	Remote
Regional Platforms (MENA and WAF)	2	1	Remote
Board Members (OI and OGB)	1	1	Remote
Country Programmes			
Management	5	9	Onsite & Remote
Staff	10	11	Onsite & Remote
Partner staff	7	11	Onsite & Remote
Stakeholders (local authorities and CSOs)	7	4	Onsite
Total number of interviewees	57	49	106

2.4 Consultations with communities

Type of group and location	Number of interviewees		Onsite or remote
	Female	Male	
Group Discussion - Project participants (women) - Danida Strategic Partnership (2021-25) - Dar'aa, Syria	8	0	Onsite
Group Discussion - Project participants (girls) - Danida Strategic Partnership (2021-25) - Dar'aa, Syria	10	0	Onsite
Group Discussion - Project participants (women) - Danida Strategic Partnership (2021-25) - Harasta, Syria	11	0	Onsite
Group Discussion - Project participants - Civil Society Organisations - Danida Strategic Partnership (2021-25) - Damascus, Syria	6	0	Onsite
Group Discussion - Project participants (mixed) - SHF24 WASH - Zibden Syria	3	6	Onsite
Group Discussion - Project participants (women) - SHF24 WASH - Zibden Syria	9	0	Onsite
Group Discussion - Project participants (women) - ECHO funded multi-sectoral humanitarian response - Deir ez Zor, Syria	8	0	Remote
Group Discussion - Project participants (men) - ECHO funded multi-sectoral humanitarian response - Deir ez Zor, Syria	0	6	Remote
Group Discussion - Project participants (women) - ECHO funded multi-sectoral humanitarian response - Deir ez Zor, Syria	8	0	Remote
Group Discussion - Project participants (mixed) - Community Committee - DEC Turkey-Syria Earthquake Appeal - Lattakia, Syria	2	12	Remote
Total number of participants	65	24	89

2.5 Closing Meeting

Date	2025/12/16	Number of participants	71
Location	Remote	Any substantive issues arising	None

3. Background information on the organisation

3.1 General information

Oxfam International (OI) is registered as a not-for-profit foundation in the Netherlands with a written constitution. The Oxfam International Secretariat (OIS) is registered with Companies House in the UK, and in 2017 established headquarters in Nairobi under a Host Country Agreement with Kenya.

Formed in 1995, Oxfam is a confederation of 21 member organisations working in 81 countries to save lives in emergencies, rebuild livelihoods and campaign for lasting change. Its global strategy centres on fighting inequality to end poverty and injustice, built on feminist principles.

Oxfam is implementing its Global Strategic Framework 2020-2030. After completing Horizon One (2021-23), it developed the Horizon Two Roadmap (2024-27), which established four humanitarian focus areas to guide prioritisation in planning processes, including effective, innovative and principled humanitarian action focused on collaborative, locally led, gender-transformative aid.

The organisation continues to undergo changes to its operational model. The Transforming Business Support (TBS) programme continues to improve Oxfam's operating model through implementing processes with the aim of achieving greater harmonisation across the confederation.

In 2025, Oxfam entered a decisive transformation period in response to funding challenges, alongside broader shifts in the global humanitarian and development landscape. The organisation has launched a comprehensive Transformation Design agenda grounded in feminist and decolonial principles, which includes financial reforms, operational restructuring, clarification of its Triple Mandate strategy and strengthened accountability mechanisms. Initial outputs were available for rapid feedback in January, with draft papers shared with all staff for reflection and feedback in February 2026. Final review, discussion and agreement will be undertaken by global management and the Board over the coming months.

During 2025, the Global Humanitarian Team (GHT) underwent restructuring due to funding constraints and a decline in donor funding for emergency responses that led to staff reductions. Despite these challenges, Oxfam has prioritised protecting humanitarian capacity, aligning workload with available capacities and strategic priorities. It secured funding for an Organisational Preparedness Project focused on decision-making, systems and preparedness across the confederation. Further, plans are in place to strengthen humanitarian surge capacity by reviewing the Humanitarian Support Personnel (HSP) model and finalising an internal roster to enable deployment of humanitarian-experienced staff beyond the GHT.

The consolidated income across the Oxfam Confederation for the year 2023-2024 was EUR 1,034 million. Total expenditure for the same period on Global Programmes was approximately EUR 672 million (65% of total expenditure), of which approximately EUR 204 million was allocated to lifesaving humanitarian work.

3.2 Governance and management structure

Since the last audit, Oxfam has continued to operate under its restructured global governance model composed of:

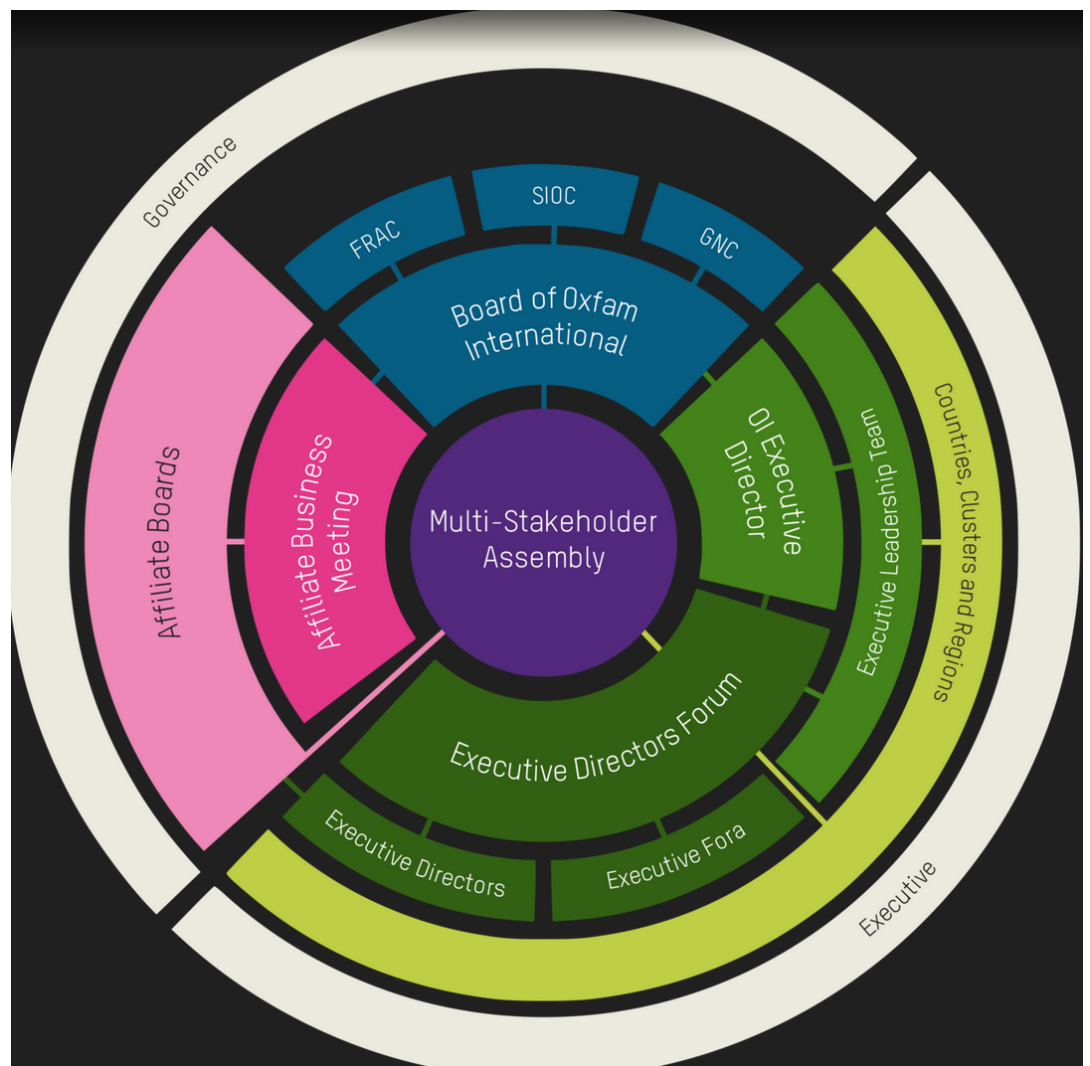
- An International Board of eleven independent and non-independent members, meeting quarterly; the board is supported by several key committees: Finance, Risk and Audit Committee (FRAC); Governance and Nominations Committee (GNC); Strategy Implementation Oversight Committee.
- A global multi-stakeholder OI Assembly composed of affiliates, prospective affiliates, and stakeholder representatives from countries and regions where Oxfam works,

meeting every 18 months with a focus on global strategy; the profile and membership of the OI Board; and OI general principles and frameworks; and Affiliate Business Meetings (ABM) convened by the OI Board at least annually, where affiliates take decisions impacting their legal and fiduciary obligations.

The global management structure is composed of:

- The Executive Directors Forum (EDF) serves as the global management forum supporting global governance bodies, comprising Affiliate Executive Directors from all current and prospective affiliates, the OI Executive Director, and the OI Executive Leadership Team (ELT).
- The Leadership Collective (LC) serves as Oxfam International’s recently established primary forum for strategic leadership and decision-making; it is built on the foundations of the Executive Leadership team (ELT) and Senior Leadership Team (SLT). The LC is composed of the OI ED, Directors of OIS Hubs and the Humanitarian Director (HD), on a permanent basis, and up to five additional rotating members who serve for a one-year term).

The visual below captures the governance and management structure of Oxfam International:



In September 2025, the EDF met with the newly established Transformation Design Group to advance the organisation’s transformation agenda, a strategic reinvention of Oxfam’s role, structure and operating model.

Key structures for humanitarian global exchange and programming include the Humanitarian Assembly, GHT-V and the Humanitarian Working Group under the Programme and Nexus Forum – Humanitarian Sub Committee. The Oxfam International Secretariat (OIS) leads, facilitates and supports collaboration between affiliates. The Global Humanitarian Team (GHT) sits within OIS under the OI Humanitarian Director, who oversees strategy, reports to the OI Programme Director, and leads the global steer and support to delivery, management, monitoring, evaluation and learning of Oxfam's Humanitarian work and Approach. The GHT includes technical global advisors and HSPs, a team of deployable technical experts who report through the line to the OI Humanitarian Director but operate under Country Office line management when deployed to support humanitarian operations.

Oxfam operates through both vertical and horizontal management systems. Vertically, management responsibility for humanitarian programming flows from the OI Programme Director through Regional Directors to Country Directors, who implement a "One Programme" approach linking long-term resilience programmes with campaigning and emergency response. Horizontally, six Executing Affiliates (EAs) provide Business Support Functions to Country Offices across the confederation, holding legal and fiduciary liabilities and offering operational support in areas such as finance, human resources and security. This dual structure is established to enable Country Offices to benefit from both strategic programme direction through OIS line management and practical operational support through their designated EA.

Countries are the primary unit for programme design and delivery, maintaining humanitarian capacity appropriate to the scale and scope of the response, as well as to disaster likelihood as part of preparedness planning. Crises are categorised globally to indicate support priorities for the confederation. Countries and partners manage Category 3 crises with global support where needed: global support through fundraising (mainly from affiliates) as well as technical and surge capacity (GHT and regions) prioritise Category 1 and 2 responses when they exceed local capacity.

3.3 Work with partner organisations

Oxfam's approach to partnership is grounded in inclusive, accountable and empowering relationships based on trust, openness, and shared values. Guided by its Humanitarian Approach, Partnership and Local Humanitarian Leadership (LHL) framework, and country-level Partnership and LHL roadmaps Oxfam increasingly works in partnership with national and local partners adopting a (technical) supporting, coordinating, funding and capacity-strengthening role. In 2023-24, approximately 26% of Oxfam's humanitarian funding was channelled to local and national organisations.

Oxfam's Collaborative and Adaptive Partnership Approach (CAPAS) establishes minimum standards for scoping establishing and managing equitable partnerships, including partner assessments and due diligence, aligned with Oxfam's values and partnership and LHL commitments. While CAPAS is already widely applied, full roll-out across all EA-supported humanitarian programmes is planned from 2026. Partners' Codes of Conduct are assessed for alignment with Oxfam's Code of Conduct. Where a partner's code does not meet Oxfam's requirements, the partner is required, through contractual arrangements, to sign and abide by Oxfam's Code of Conduct and to comply with key integrity commitments, including PSEAH, feedback and complaints mechanisms, and anti-fraud and corruption.

Oversight of partner-implemented activities is maintained through ongoing monitoring, regular dialogue and reporting processes. Operational and contextual risks are discussed with partners throughout implementation. Oxfam supports partners to apply quality and accountability commitments through financial and MEAL support, shared tools and standards, joint learning initiatives, and training and guidance on safeguarding and feedback and complaint mechanisms. Oxfam's commitment to partnerships and localisation remains strong, although evidence from this audit indicates that organisational restructuring has, at times, affected the consistency and timeliness of partner support.

4. Overall performance of the organisation

4.1 Internal quality assurance and

Oxfam has a well-established internal control system underpinned by quality assurance, governance and accountability frameworks across the confederation. Core elements include Anti-Fraud and Corruption Policy; Internal Audit Standards; an Internal Audit Charter; annual Control Self-Assessments (CSAs); and regular internal and external audits of financial statements.

**risk
management
mechanisms**

Oxfam's Code of Conduct underpins its internal quality assurance and risk management mechanisms by establishing standards for ethical behaviour and accountability. These controls are applied consistently and reviewed on a quarterly or annual basis, depending on the mechanism. The effectiveness of controls is assessed through audit findings, CSAs, management reviews, and follow-up actions monitored by senior leadership and governance bodies.

Risk management is guided by Oxfam's integrated Risk Management and Appetite Framework, which is regularly reviewed and updated. At global level, the framework covers strategic, governance, financial, compliance, safeguarding, security, cyber, people and culture, programme, humanitarian and reputational risks. At programme and country level, risks related to operations, HR, security, safeguarding, and delivery are assessed and monitored quarterly through Country Quarterly Management Reports (CQMRs). Risks are aggregated into a Global Risk Report, reviewed by senior leadership, board committees and the Board, providing evidence that risks are identified, mitigation plans are established, and progress is reviewed.

Resource management is governed by robust financial controls, including budget monitoring, segregation of duties, dual signatories, transparent procurement processes and finance and accounting guidelines. Confederation-wide policies on whistleblowing, anti-fraud and corruption, conflicts of interest, and misconduct reporting are in place and supported by a global case management system.

Safeguarding risks are managed through a comprehensive and survivor-centred safeguarding framework, designed to prevent and respond to sexual exploitation, abuse, harassment (SEAH), and child abuse by staff and partners. It operates under a "One Oxfam" approach, focusing on six core principles including zero tolerance, mandatory reporting, and fostering a safe culture.

The GHT tracks progress on the Horizon Two humanitarian focus areas through quarterly reporting to the OI ED, which in turn informs the ED's quarterly report to the Board. The Humanitarian Improvement Plan (HIP) sets out strategic priorities, with nominated focal points, on specific areas for improvement informed by learning from meta-analyses and CHS audits.

Programme quality is monitored through global MEAL policies, standards, and tools, including routine reporting, Real Time Reviews, evaluations and the Humanitarian Meta-Analysis. Staff are aware of and engaged in quality assurance, risk management, and MEAL processes relevant to their roles, supported by leadership oversight and structured reporting.

No systemic or cross-cutting weaknesses in internal quality assurance or risk management systems were identified during the audit. The Minor CAR identified under CHS 9.6 relates primarily to Oxfam's organisational coherence, specifically the alignment and harmonisation of systems, processes and operating models for managing resources efficiently and effectively, rather than to the design or functioning of internal control and risk management frameworks. However, ongoing organisational transformation and restructuring may affect the consistency with which these systems are implemented across the confederation.

**4.2 Level of
application of
the CHS**

Overall, Oxfam continues to demonstrate a strong commitment to quality and accountability in applying the Core Humanitarian Standard (CHS) across its humanitarian programming at operational and strategic levels. CHS commitments are embedded in confederation-wide policies, processes and practices, and are effectively communicated to partners. A range of quality and accountability initiatives have led to an increasingly consistent and coherent approach to CHS implementation in Oxfam's humanitarian programming. Oxfam follows up on previous audit findings through the Humanitarian Implementation Plan (HIP).

The organisation's humanitarian approach, namely: Local Humanitarian Leadership, Feminist Principles, community engagement and Safe Programming, and commitments under the Grand Bargain and Charter for Change are leading to increased resourcing of local actors and greater community participation in response decision-making and preparedness.

Since the last Renewal Audit, Oxfam has undertaken numerous steps to address areas of weakness. Oxfam has rolled out a number of new initiatives to systematically assess and mitigate its environmental impact and worked on embedding good practice across the confederation. However, this remains an area for improvement as the application of environmental assessment tools is not systematic across programmes. Oxfam has also undertaken a number of initiatives to ensure it has sufficient staff capacity to deliver programmes. Collectively, these initiatives aim to strengthen Oxfam's organisational capacity, staff wellbeing, performance management and humanitarian responsiveness during a period of significant change by improving people management systems, supporting staff through transformation, enhancing surge and deployment mechanisms, and strengthening financial, recruitment and risk management practices to enable

the effective and accountable delivery of programmes. However, while these measures demonstrate a clear commitment to supporting staff, many staff report that their workloads remain too high.

Particular strengths identified at this audit include:

- **Impartial assistance and community engagement:** Oxfam provides humanitarian support to people and communities based on a principled, needs based approach, taking account of diversity and equity and applying inclusive approaches to reach marginalised and vulnerable people and communities.
- **Coordination and complementarity:** Oxfam collaborates effectively with national and local authorities and with local civil society and community groups.
- **Equitable partnership:** Oxfam is committed to equitable partnerships based on shared values and mutual respect and supports partners to apply commitments to quality and accountability.
- **Resilience and preparedness:** Oxfam works with local people and communities to strengthen local capacities; support local ownership of resources and decision making; and contribute to long-term positive effects.
- **Learning and continuous improvement:** Oxfam dedicates resources to support a coherent organisational approach to learning and continuous improvement at all levels.

Weaknesses identified at this audit include:

- **Identification and prevention of negative effects (SEAH):** Oxfam does not ensure that all projects have risk assessments that considers risks of negative impacts related to SEAH.
- **Identification and prevention of negative effects (environment):** Oxfam does not ensure that risks of harm to the environment are systematically considered in its humanitarian programmes.
- **Monitoring of awareness of complaint handling mechanisms (SEAH):** Oxfam does not regularly monitor that people and communities understand how to report SEAH complaints and how these will be addressed.
- **Support for staff:** Oxfam does not ensure that all staff have the necessary support to fulfil their roles and responsibilities.
- **Management of resources:** Oxfam does not systematically ensure that resources are managed efficiently and effectively.

4.3 PSEAH

Oxfam demonstrates strong commitment to preventing sexual exploitation, abuse and harassment, scoring 89% on the PSEAH index. The organisation has established a coherent confederation-wide approach with effective policies, procedures and systems. A culture of taking SEAH issues seriously is demonstrated by leadership, staff and partners at all levels.

Oxfam applies victim/survivor-centred approaches when investigating SEAH complaints, with trained specialist investigators and strong emphasis on confidentiality, consent and safety. Data related to SEAH is managed safely and ethically. Staff and partners demonstrate clear understanding of PSEAH commitments and adhere to the Code of Conduct. Safe and accessible mechanisms are in place for staff, volunteers and communities to report SEAH concerns, with timely and appropriate responses to misconduct. Identification of PSEAH risks is mandatory under Oxfam's Safe Programming Risk Assessment (SPRA) process which is required for all projects and programmes as part of Oxfam's internal project management and information system (OPAL). Underpinning the SPRA, is a broader practice of safe programming at Oxfam which encourages teams to proactively prevent harm and collectively respond to and mitigate harms across all areas of programming; PSEAH is a core component of this.

Despite these strengths, there are some areas identified for improvement in this audit. Safeguarding risk assessments are not consistently undertaken or kept current across all projects meaning that SEAH-related harms may not be adequately prevented or mitigated. While communities demonstrate an understanding of how to raise complaints, they are not always clear on confidential and safe reporting mechanisms for SEAH concerns and there is a lack of systematic monitoring to ensure that people, communities and other relevant stakeholders understand how to report SEAH concerns and complaints and how these will be addressed.

4.4 Organisational performance against each CHS Commitment

Strong points and areas for improvement	Average score*
Commitment 1: People and communities can exercise their rights and participate in actions and decisions that affect them.	2.8
<p>Oxfam has established a coherent organisational approach to ensuring transparent information sharing, communication and meaningful participation. The organisation has a strong framework for diversity, equity and inclusion, embedded in its Global Strategic Framework and operationalised through its Humanitarian Approach and reflected across organisational guidance, including MEAL Minimum Standards, Safe Programming frameworks and Gender in Emergencies guidance. Programme documents demonstrate consideration of diversity beyond women, men, girls and boys, including people with disabilities and other vulnerable groups, according to programme context. Oxfam's information sharing practices are generally strong, with mechanisms to share relevant and timely information with communities about the organisation, its programmes, expected standards of behaviour and how to provide feedback and raise complaints. Oxfam ensures accessible, contextually appropriate communication with contextually appropriate languages and formats. Ongoing community engagement and participation throughout the project cycle are core pillars of Oxfam's approach. Effective systems ensure ethical communications and informed consent. Staff and partners confirm that consent is always sought for the taking and use of images.</p>	
<p>Feedback from communities: Communities provided positive feedback regarding Oxfam's approach to engagement and participation. They confirmed that Oxfam considers the needs and priorities of different groups, particularly for those who may be vulnerable and marginalised, and that the organisation treats them fairly, respectfully, and with dignity. Communities demonstrated confidence in discussing Oxfam's work, were enthusiastic about their participation in projects, and described inclusive consultation processes with meaningful participation in assessment, project design and implementation. Communities have good understanding of Oxfam's mandate, standards of behaviour and complaints mechanisms. However, a gap is identified regarding consistency, as there is a risk that newer project participants may not consistently receive key information in relation to their rights and Oxfam's responsibilities. Communities confirmed Oxfam communicates clearly, respectfully and in contextually appropriate ways.</p>	
Commitment 2: People and communities access timely and effective support in accordance with their specific needs and priorities.	2.8
<p>Oxfam has established a coherent organisational approach to ensuring support is based on an understanding of the context and culture and the diverse capacities, vulnerabilities, needs and risks faced by people and communities, with attention to the most marginalised. Oxfam's programmes are planned and implemented with respect of local knowledge, capacities and existing actions and selection criteria are fair and impartial. Oxfam applies relevant technical standards when planning and implementing programmes and refers unmet needs to relevant stakeholders. Evidence from Oxfam's sampled programmes demonstrates a comprehensive understanding of local context, culture and risks in relation to humanitarian programming. Oxfam has a solid approach to monitoring and adjusting programmes, however, actions may not always be timely due to competing demands on available staff time and the complexity of Oxfam's monitoring processes.</p>	
<p>Feedback from communities:</p>	

Communities considered that Oxfam understands their context, and they perceived Oxfam's targeting criteria to be fair and transparent. They stated that provision of goods and services was relevant and timely. Communities confirmed Oxfam engaged with them during needs assessments and consulted them about priorities before implementation. They considered that staff demonstrated technical competence and responded to feedback, noting Oxfam's willingness to adapt when issues arose.

Commitment 3: People and communities are better prepared and more resilient to potential crises.

3

Oxfam demonstrates a strong commitment to supporting community resilience and locally led humanitarian action. Country strategies prioritise building community resilience through locally identified and community-led initiatives, supporting formal and informal community leadership structures and partnering with local authorities and community committees. Oxfam applies risk assessment frameworks, including the Safe Programming Risk Assessment, for all projects. Programming focuses on building local capacities to anticipate and reduce risks through e.g. disaster preparedness training, contingency planning and emergency response capacity building, with strong emphasis on anticipating and addressing protection risks. Programmes are designed to have long-term positive effects on lives, livelihoods, local economies and the environment, with focus on skills enhancement, cash transfers for economic recovery and capacity building of local organisations.

Feedback from communities:

Communities expressed strong appreciation for Oxfam's approach to building resilience and supporting local leadership. They confirmed feeling safer and better prepared for crises following project interventions. Communities described tangible improvements in resilience capacities and livelihoods through skills training. They emphasised Oxfam's collaborative approach with local authorities and community committees, describing projects as joint efforts with meaningful participation in decision-making from the outset. Communities valued the long-term sustainability focus and training provided to maintain capacity and services after project completion.

Commitment 4: People and communities access support that does not cause harm to people or the environment.

2

Oxfam has established a coherent organisational approach to identify and mitigate potential negative effects on people, communities and the environment. The Safe Programming framework, along with gender mainstreaming, protection and safeguarding tools, guide staff to ensure the organisation protects the safety, rights and dignity of communities and prevents exploitation, abuse and harassment. Safeguarding risk assessments are required for all projects. Staff and partners demonstrate clear understanding of PSEAH and Do No Harm principles with substantial training and guidance made available. However, SEAH risks may not consistently be identified across all projects.

Oxfam has established a coherent organisational approach to reduce negative environmental impacts across the Confederation, with a framework to communicate and mainstream environmental sustainability considerations across all aspects of its work and operations. This includes policies, guidance, tools and training on environmental sustainability, NEAT+ and environmental impact assessments, and monitoring of emissions reduction measures. However, a minor non-conformity was identified as application of environmental assessment tools is not systematic across programmes. The paused completion of the Environmental Sustainability Strategy presents a risk that environmental considerations may not be systematically integrated across all organisational functions and programmes.

Oxfam maintains effective systems for safe, ethical data management with policy frameworks covering data protection and case management. Partner agreements include data protection requirements, with capacity building support provided.

Feedback from communities:

Communities confirmed they have not experienced any negative impacts from Oxfam's programmes, either on people or the environment. Communities stated that they have confidence in Oxfam's reporting mechanisms and gave examples of Oxfam's responsiveness to identified problems and reported that Oxfam actively consults them about

potential negative effects during programme implementation. Communities praised Oxfam for bringing positive environmental benefits to their areas.	
Commitment 5: People and communities can safely report concerns and complaints and get them addressed.	2.2
<p>Oxfam has established a coherent organisational approach with confederation-wide policies ensuring concerns and complaints are welcomed and acted upon in a timely and appropriate manner. The framework includes mechanisms for feedback and complaint handling at community level, with misconduct reporting procedures and safeguarding case management systems at organisational level. Oxfam has established a culture where complaints are welcomed and taken seriously at all levels. However, Oxfam does not currently maintain a complete overview of misconduct complaints at confederation level, which may prevent identification of patterns or systemic issues.</p> <p>Oxfam provides safe, accessible and appropriate ways for communities to provide feedback and report concerns through multiple channels. Partners have established mechanisms with monthly reporting to Oxfam. However, communities are not routinely consulted on their preferences. Monitoring of community understanding of expected staff behaviour and complaints processes is not systematically embedded in routine programme monitoring.</p> <p>Oxfam manages, investigates and addresses complaints in line with good practice. Serious misconduct complaints are escalated to trained investigation teams. Victim/survivor-centred approaches are applied with emphasis on consent, confidentiality and safety. Staff demonstrate understanding of policies and procedures with robust data protection practices.</p>	
<p>Feedback from communities: Communities expressed trust and confidence in Oxfam's complaint mechanisms. However, not all communities were aware of the various mechanisms for raising concerns related to SEAH or how such concerns would be addressed. Communities confirmed Oxfam treats them with respect and transparency and expressed confidence that concerns would be handled fairly and confidentially, including sensitive SEAH complaints. Communities provided examples of satisfactory resolution of concerns raised.</p>	
Commitment 6: People and communities access coordinated and complementary support.	2.8
<p>Oxfam has a coherent organisational approach to equitable collaboration and partnerships, with a focus on coordination and complementarity of actions. Oxfam respects the characteristics, roles and responsibilities of each partner and ensures that partnerships are regularly assessed and adjusted as needed. While Oxfam supports partners to apply commitments to quality and accountability to the communities they work with, there is a risk that partner support across all Oxfam's country programmes may not always be timely or consistent due to limited staff capacity and resources.</p>	
<p>Feedback from communities: Communities appreciated community-led initiatives and felt that Oxfam's work is complementary to that of other organisations and of local initiatives. They described strong coordination between Oxfam and local authorities, with joint decision-making on project priorities and implementation. Community committees valued their active role in coordinating with Oxfam. Stakeholders described Oxfam's well-coordinated and complementary approach through close collaboration with local authorities and active engagement of community committees in joint assessment.</p>	
Commitment 7: People and communities access support that is continually adapted and improved based on feedback and learning.	2.8
<p>Oxfam listens and responds to community feedback about its work and collects relevant community data for decision-making in a respectful way and reflective of community diversity. Oxfam uses collected data for programmatic and organisational learning. Where possible, it feeds this learning back to communities and other stakeholders. Oxfam has a coherent organisational approach to drive programmatic and organisational improvements. However, the</p>	

organisation faces challenges in addressing identified needs for improvement within planned timeframes, which may limit over time its ability to continuously strengthen its commitments to quality and accountability.

Feedback from communities:

Communities appreciated opportunities to provide feedback throughout project implementation, with some noting post-distribution monitoring and evaluations at the end of projects. They also described Oxfam's respectful approach to data collection. Communities valued learning opportunities from training sessions, with participants sharing new skills and knowledge gained with their neighbours and wider communities.

Commitment 8: People and communities interact with staff and volunteers that are respectful, competent, and well-managed.

2.4

Oxfam demonstrates a culture of quality and accountability at all levels of the organisation. This is confirmed by partners and communities. The organisation ensures that staff and partners understand and adhere to its Code of Conduct. The Speak Up process provides a solid approach for staff and partners to raise concerns, and addresses misconduct in a timely manner. Human resource management systems and procedures are designed to create a safe working environment and to support staff to build their skills and capacities. Oxfam's Human Resources policies are fair and transparent. In a context of budget cuts and organisational restructuring, Oxfam is working to ensure staff wellbeing measures remain adequate and that human resources harmonisation processes are implemented in ways that maintain staff confidence and trust. However, there is a gap in support for staff to ensure that they can carry out their roles effectively.

Feedback from communities:

Communities stated that staff are knowledgeable, respectful, experienced, transparent and responsive and described them as highly professional with strong technical skills and expertise. Communities appreciated that staff treat them with dignity and sensitivity and confirm that staff are well-trained on organisational values and conduct, considering their behaviour to be ethical.

Commitment 9: People and communities can expect that resources are managed ethically and responsibly.

2.5

Oxfam has a strong policy base to ensure ethical and responsible raising and allocation of funds, and financial resource management. Oxfam responds appropriately to concerns regarding fraud and corruption and has mainstreamed environmental focus into its resource management processes, in particular supply and logistics.

Oxfam continues its efforts to increase organisational coherence, harmonisation, efficiency and effectiveness. However, as harmonisation efforts are still in progress and current system complexity affects operational efficiency there is a gap in Oxfam's capacity to ensure that resources are managed efficiently and effectively to support programme delivery.

Feedback from communities:

Communities expressed no awareness of waste or of any financial impropriety and experience staff as present and committed. They confirmed confidence in Oxfam's resource management and described Oxfam as maximising impact and reach despite limited resources within a context of very high needs; they also praised the quality of programme interventions.

** Note: Commitments are scored by taking the mean average score of the requirements, i.e. the sum of all the requirement scores in a commitment divided by the number of requirements in that commitment. Except when a major non-conformity/weakness is issued, in this case the overall score for the Commitment is 0 (CHSA Verification Framework – Scoring Grid, 2024).*

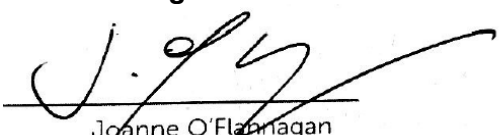
5. Summary of open non-conformities

Corrective Action Request (CAR)	Type	Status	Resolution timeframe
2026-4.1: Oxfam does not ensure that all humanitarian projects have an up-to-date safeguarding risk assessment that considers risks of negative impacts related to SEAH on people and communities.	Minor	New	By the 2029 Renewal Audit
2026-4.2: Oxfam does not systematically identify, prevent, mitigate and address potential negative impacts of programmes on the environment.	Minor	New	By the 2029 Renewal Audit
2026-5.3: Oxfam does not regularly monitor that people, communities and other relevant stakeholders understand how to report concerns and complaints, and how they will be addressed.	Minor	New	By the 2029 Renewal Audit
2026-8.3: Oxfam does not ensure that all staff, particularly at Country Office level, have the necessary support to fulfil their roles and responsibilities effectively and accountably.	Minor	New	By the 2029 Renewal Audit
2026-9.6: Oxfam does not consistently ensure that resources are managed efficiently and effectively.	Minor	New	By the 2029 Renewal Audit
Total number of open CARs	5		

6. Claims Review


Claims Review conducted	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Follow-up required	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--------------------------------	---	---------------------------	---

7. Lead auditor recommendation


<p>CERTIFICATION</p> <p>In my opinion, Oxfam has demonstrated that it is taking the necessary steps to address the CAR(s) identified in the previous audit(s) and continues to demonstrate no major non-conformities in its application of the Core Humanitarian Standard on Quality and Accountability.</p> <p>I recommend renewal of certification.</p>	
<p>Name and signature of lead auditor:</p>  <p>Joanne O'Flaherty</p>	<p>Date and place:</p> <p>28 January 2026</p> <p>Belfast, Northern Ireland</p>

--	--

8. HQAI decision

Certificate renewed:	<input checked="" type="checkbox"/> Issued <input type="checkbox"/> Preconditioned (Major CARs)
Start date of the current certification cycle (based on the original certification cycle): 2025/12/16 Next audit before 2026/12/16	
Name and signature of HQAI Executive Director: Désirée Walter 	Date and place: Geneva, 15 March 2026

9. Acknowledgement of the report by the organisation

Space reserved for the organisation	
Any reservations regarding the audit findings and/or any remarks regarding the behaviour of the HQAI audit team: <i>If yes, please give details:</i>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Acknowledgement and Acceptance of Findings: I acknowledge and understand the findings of the audit I accept the findings of the audit	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Name and signature of the organisation's representative: Marta Valdés García  Humanitarian Director	Date and place: Barcelona, 7 April 2026

Appeal

In case of disagreement with the quality assurance decision, the organisation can appeal to HQAI within 14 workdays after being informed of the decision.

HQAI will transmit the case to the Chair of the Advisory and Complaint Board who will confirm that the basis for the appeal meets the appeals process requirements. The Chair will then constitute an appeal panel made of at least two experts who have no conflict of interest in the case in question. The panel will strive to come to a decision within 45 workdays.

The details of the Appeals Procedure can be found in document PRO049 – Appeals Procedure.

Annex 1: Explanation of the scoring scale*

Scores	Meaning for all verification scheme options, including self-assessment and third-party audits	Guidance for scoring requirements
0	<p>Your organisation does not currently meet the requirement and indicates a major issue that is so significant that the organisation's ability to meet the commitment is compromised.</p> <p>For third-party auditing schemes:</p> <p>Independent verification: A major weakness.</p> <p>Certification: A major non-conformity that compromises the integrity of the commitment which leads to a major corrective action request (CAR).</p>	<p>To give a score 0, not all of the measurable components of the requirement are verified to be in place and the issue(s) identified are so significant that the organisation's ability to meet the commitment is compromised.</p>
1	<p>Your organisation does not currently meet the requirement.</p> <p>For third-party auditing schemes:</p> <p>Independent verification: A minor weakness.</p> <p>Certification: A minor non-conformity that compromises the integrity of the requirement which leads to a minor corrective action request (CAR).</p>	<p>To give a score 1, not all of the measurable components of the requirement are verified to be in place.</p>
2	<p>Your organisation currently meets the requirement, but there is an opportunity for improvement that deserves attention so that the requirement is not compromised in the future.</p> <p>For third-party auditing schemes:</p> <p>Independent verification: Requirement is met with an observation.</p> <p>Certification: Conformity with an observation.</p>	<p>To give a score 2, all measurable components of a requirement are verified to be in place, however, one or more opportunities for improvement are observed which deserve attention so that the requirement is not compromised in the future.</p>

3	<p>Your organisation meets the requirement, with organisational systems ensuring it is being met consistently throughout the organisation.</p> <p>For third-party auditing schemes:</p> <p>Independent verification: Requirement is met.</p> <p>Certification: Conformity.</p>	<p>To give a score 3, all measurable components of a requirement are verified to be in place.</p>
4	<p>Your organisation meets the requirement in an exemplary way, demonstrating innovation and/or special recognition of performance, and organisational systems ensure this high quality throughout the organisation.</p> <p>For third-party auditing schemes:</p> <p>Independent verification: Requirement is met in an exemplary way.</p> <p>Certification: Conformity in an exemplary way.</p>	<p>To give a score 4, all measurable components of a requirement are verified to be in place.</p> <p>In addition, the following must be verified:</p> <ul style="list-style-type: none"> • An organisational system (or systems) that demonstrate an innovative approach to meeting the requirement at a high standard throughout the organisation are in place. <p>and/or</p> <ul style="list-style-type: none"> • The organisation has been awarded special recognition of performance in relation to meeting the requirement at a high standard, and this is built into organisational systems so that the high quality is ensured throughout the organisation.
	<p>Guidance notes for scoring commitments:</p> <ul style="list-style-type: none"> • Commitments are scored by taking the mean average score of the requirements, i.e. the sum of all the requirement scores in a commitment divided by the number of requirements in that commitment. • Except when a major non-conformity/weakness is issued, in this case the overall score for the Commitment is 0. 	

* Scoring Scale from the CHSA Verification Framework 2024