

Reimagine the future
for every child

Office of Internal Audit and Investigations 2021 Annual Report

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Item 9: UNICEF Office of Internal Audit and Investigations 2021 annual report to the Executive Board

Reference documents: [E/ICEF/2022/AB/L.5](#) and [Add.1](#)

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2021: Year of Challenges and Opportunities

- Remote working
- Advisory support
- Increased use of data analytics and communication tools
- Advancement of decentralization plans
- Harmonization
- Learnings from External Quality Assessment for Investigations

OIAI Confirms:



- Independence and absence of management interference
- Provision of an annual opinion (in accordance with Executive Board decision)
- Compliance with applicable professional standards
- Implementation of new OIAI Charter
- Increase in the resources from last year

Annual Opinion

In line with Executive Board decision 2015/11 and based on the scope of work undertaken in 2021, the UNICEF framework of governance, risk management and controls **was generally adequate and effective**.

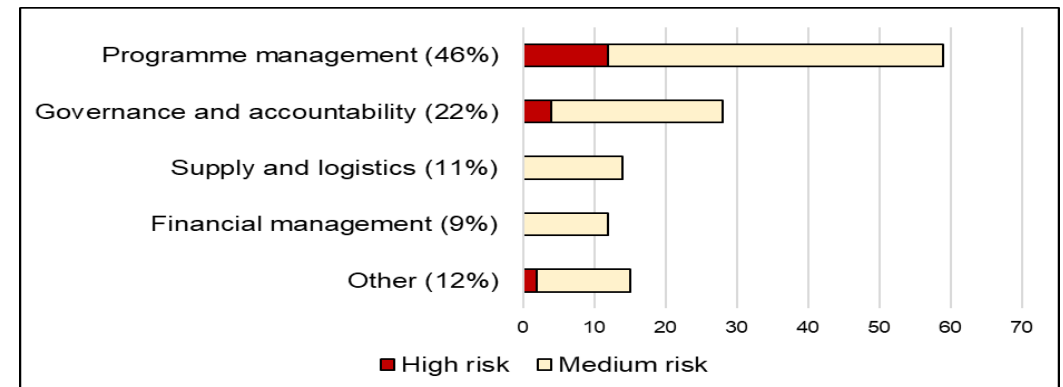
BASIS FOR OPINION

- Independent risk-based workplanning and prioritization based on available resources
- 100 per cent of the audit reports resulted in an overall satisfactory rating
- Satisfactory implementation rate of agreed actions
- Non-discovery of material deficiencies in the overall organization framework of governance, risk management and control



- 20 reports issued: 17 audits (16 country offices, 1 thematic) and 3 advisories
- Country offices audited constituted 29% of UNICEF 2020 planned programme expenditures
- 15% 'high-priority' agreed actions
- 2 agreed actions older than 18 months (closed now)
- 95% of 2020 agreed actions implemented

FOCUS OF COUNTRY OFFICE AUDIT OBSERVATIONS



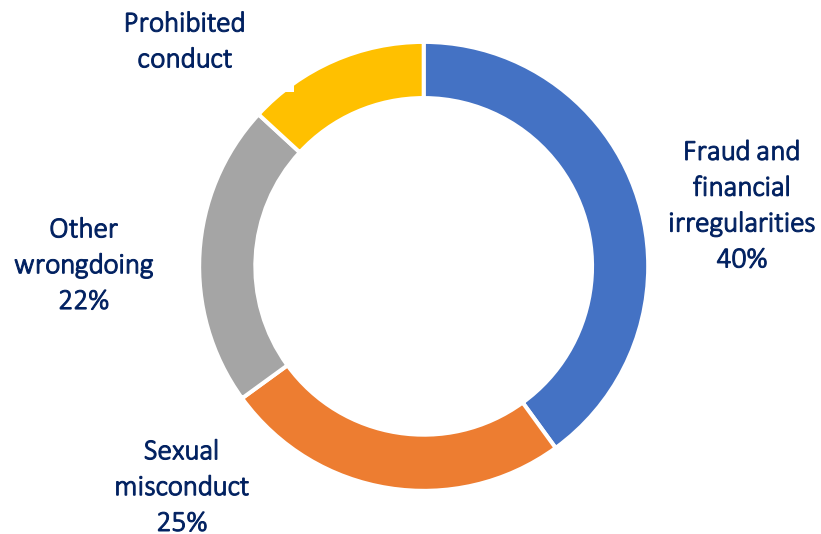
Investigations overview

647 investigations cases managed in 2021, representing a 24 per cent increase compared to 2020

NEW CASES IN 2021

380 allegations received in 2020
23% increase over 2020

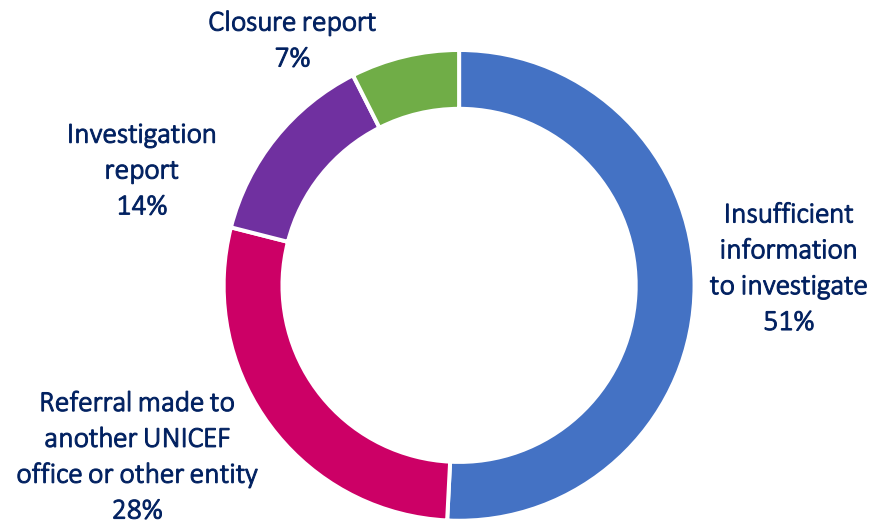
Distribution of 2021 case intake



CASES CLOSED IN 2021

310 cases closed (22% higher than 2020)
59% cases closed within 9 months

Disposition of 2021 closed cases



Non-case-specific activities in 2021

- Guidance and advice to staff on possible misconduct and wrongdoing, including alternative measures for resolution
- Analysis of the legal and policy framework to strengthen response to allegations of fraud and corruption by implementing partners and vendors
- Continued strengthening of cross-divisional and inter-agency responses to sexual exploitation and abuse
- Contribute to critical policy initiatives, and, together with the Legal Office, enable consistency in donor and financing agreements (on audit and investigations reporting obligations)

2022-2025 OIAI Strategy

INTERNAL AUDIT

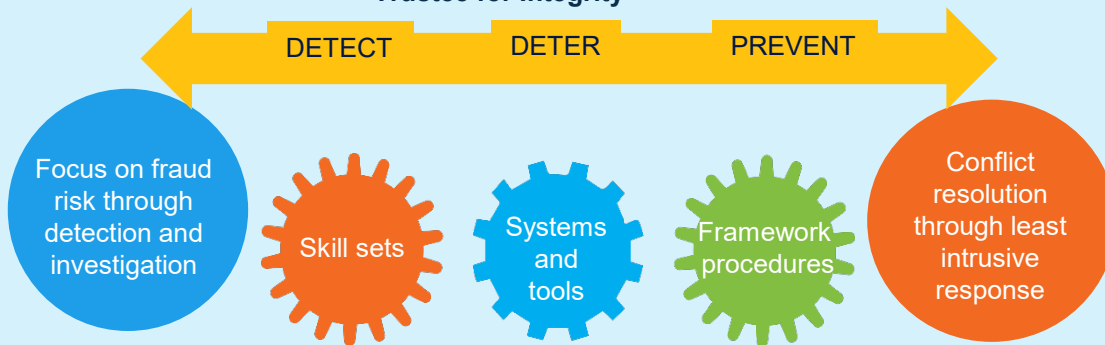
Agent of Change and Trusted Adviser



Innovation and Staff Development

INVESTIGATIONS

Trustee for Integrity



Promote Accountability, Integrity and Ethical Behaviour

Focus in 2022

- Increase assurance and advisory services and reduce coverage gap
- Strengthen integrity framework
- Catalyst for organizational smart risk management
- Expanded data analytics for better risk intelligence
- Implementation of the external quality assessment recommendations
- Increase donor confidence & harmonized approach

STRATEGY INFLUENCERS

1 RESOURCES

- 8 of 13 posts requested were approved
- Non-post budgets remain below that of the previous quadrennium
- Office pursuing cost-saving and efficiency opportunities

2 DECENTRALIZATION CONTINUES

- Gradual increase through 2024
- Ensure business continuity
- Prioritize positive staff morale
- Implement through vacancies and volunteers



3 REMOTE WORK (Transition to hybrid modality)

Benefits

- Costs, carbon footprint
- Technology and analytics
- Confidentiality and privacy
- Innovation and skill development
- Alternative assurance sources

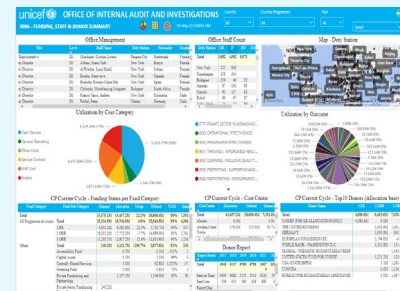
Risks

- Trust building
- Dynamic intelligence gathering
- Reliance on secondary evidence
- Time zone differences
- Digitization, connectivity, cyber

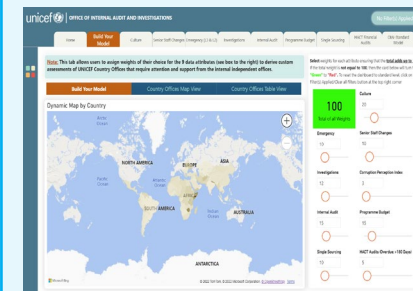
Developed criteria for selecting engagement modality

4 DATA ANALYTICS

Relevant and reliable information dashboards



Proactive risk intelligence (country analytics)



Proposed use of AI and machine learning



Thank you.