Operating environment

External environment:
• Increasing displacement and emergencies
• COVID-19 pandemic
• Funding environment

Internal change processes:
• Business Transformation Programme
• Decentralization and Regionalization
Integrity

- Staff well-being
- Support desk for workplace-related concerns
- Disciplinary matters
- Prevention of sexual exploitation and abuse
External oversight

• UNHCR’s 2021 financial statements
• Unqualified audit opinion
• Change of UN Board of Auditors member responsible for UNHCR
Independent internal oversight

• Risk-based internal audit planning
• Clarifying engagement between UNHCR and OIOS
• Evaluation - peer review and policy revision
• Ombudsman Office
Management oversight

• Innovations in delivery support systems for the Ukraine emergency
• Strengthening internal controls and fraud prevention and detection
• 2022 risk framework linked to Results Based Management framework
Looking ahead

IAOC focus *inter alia*:

- Business Transformation Programme
- Decentralization and Regionalization incl. HQ alignment
- Cybersecurity
- Funding patterns and trends
- Staff well-being