

Annual Report on Norad's Investigation Cases

2024

By The Internal Audit and Investigations Unit, Norad



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Introduction

Zero tolerance for corruption and other types of financial irregularities is a fundamental principle within Norwegian development aid. Spending development aid on things other than the agreed purposes will reduce the hoped for progress and thereby undermine our joint efforts to achieve the Sustainable Development Goals. Norad endeavours to mitigate risk and prevent financial irregularities in all its development aid grants.

Norad grant recipients are responsible for ensuring that all public funds are spent in accordance with the grant agreement. This includes ensuring that the use of funds complies with the approved implementation plan and budget, and that the expenditure can be documented. Effective prevention and risk management will reduce the likelihood of funds being misused. In the event of suspected irregularities, grant recipients and employees in development aid administration must immediately report the matter to Norad.

Any failure to comply with stipulated conditions and requirements for the use of public funds will result in sanctions. Norad's agreements with grant recipients include provisions for sanctions in cases of irregularities or violations, in the form of full or partial repayment of grants and/or termination of the agreement in cases involving material breaches of agreement ¹.

Norad's Internal Audit and Investigations Unit receives and processes all cases of suspected financial irregularities or sexual exploitation, abuse, or sexual harassment (SEAH) related to Norad's funds. This annual report presents some of the results of this work in 2024. The purpose of the report is to raise awareness about the risk of irregularities in the management of development aid. As in previous years, the annual report includes an in-depth exploration of a relevant topic. This year's topic is internal control systems and Norad's expectations and requirements for grant recipients.

How to Report

Suspensions of illegal, unethical, or unacceptable conditions can be reported openly or anonymously to Norad via email: varsling@norad.no

In collaboration with the Norwegian Ministry of Foreign Affairs, the Norwegian Ministry of Climate and Environment, Norfund, and Norec, Norad has an external whistleblowing channel managed by the consultancy firm EY. This external channel provides employees and external partners with an

¹ There are separate agreements for multilateral institutions, funds, and development banks. See more details in the section titled "Location of Financial Irregularities in 2024".

alternative means of contacting Norad and also accepts anonymous reports. More information about the external whistleblowing channel can be found at [Norad's website](#).

Investigations

When Norad's Internal Audit and Investigations Unit finds grounds for suspecting irregularities involving Norad's funds, an investigation is opened. In such cases, Norad informs the Norwegian Ministry of Foreign Affairs, or the Norwegian Ministry of Climate and Environment if the funds were allocated to the Climate and Forest Initiative. Consideration will be given to suspending payments to the recipients in question until the matter has been resolved or sufficient risk mitigation measures have been implemented. Decisions to suspend (freeze) funds are made, as far as possible, in consultation with the Norad grant recipient and the Norad department responsible for the agreement. The purpose of suspending financial support is to protect public funds. Suspension will come into effect if the internal control systems of the grant recipient or implementing partner is deemed inadequate. In cases concluded in 2024, funds were frozen in about 30% of them. Often, the grant recipient themselves has frozen funds to their local partner when the matter is reported to Norad.

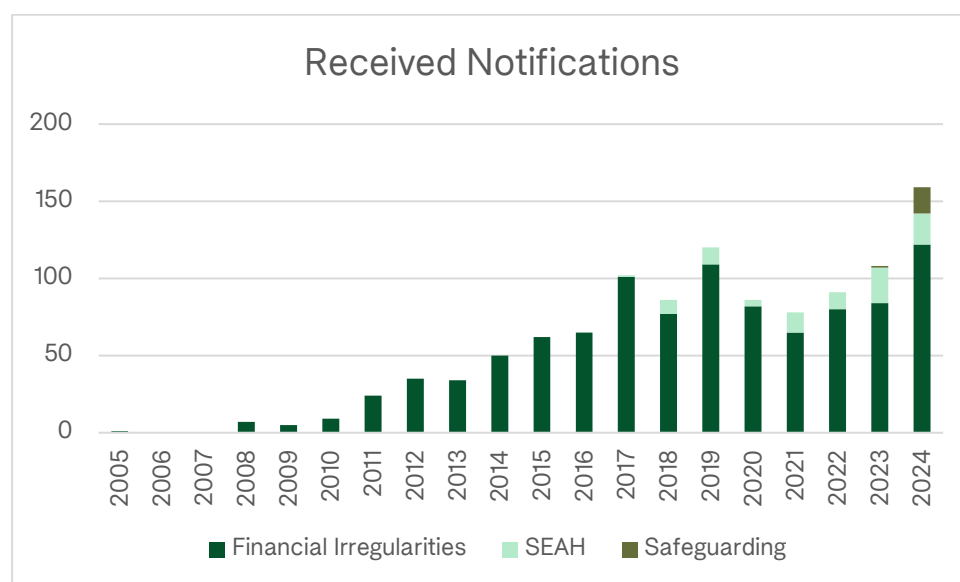
In SEAH cases, Norad may also temporarily freeze payments to the partner or terminate the grant agreement if the organization does not handle the incident as required by the agreement.

Norad's Internal Audit and Investigations Unit is responsible for ensuring that all cases are adequately investigated. In some instances, external expertise is brought in to conduct a special audit. If the grant recipient wishes to investigate the matter themselves or initiates an external investigation, the suspicion must still be reported immediately before any internal investigations are commenced. Investigations conducted by the grant recipient themselves must be carried out in consultation with Norad's Internal Audit and Investigations Unit. In 2023, the Internal Audit and Investigations Unit published a document outlining considerations for conducting investigations. Such special audits are not performed according to established global or national standards, so the preparation of the Terms of Reference and adherence to them play a crucial role in delivering a useful report.

The term "financial irregularities" is used in Norad's agreements as a collective term for financial matters that are unlawful or involve the misuse of Norad funds. Examples include corruption, embezzlement, fraud, theft, favoritism/nepotism, or other abuses of position, deliberate misrepresentation of financial or non-financial matters, and any use of project funds not in accordance with the implementation plan and budget. The cases reported to Norad's Internal Audit and Investigation Unit encompass all of these categories.

Financial Irregularity, SEAH and Safeguarding Cases Processed in 2024

In 2024, Norad received 159 notifications of financial irregularities, SEAH, and safeguarding (see definitions in fact box below). This is an increase of 51 cases from the previous year. One explanation for the increase is the transfer of funds related to humanitarian aid from the Ministry of Foreign Affairs to Norad. In 2024, Norad received 26 notifications related to agreements previously managed by the Ministry of Foreign Affairs, which are now managed by Norad's new Department for Humanitarian Assistance and Comprehensive Response. Additionally, seven cases originally reported to the Foreign Service Control Unit in the Norwegian Ministry of Foreign Affairs during 2024 were transferred to Norad.



The Internal Audit and Investigations Unit is mandated to investigate suspicions of financial irregularities and handle SEAH cases. Safeguarding cases are registered and reported to the responsible departments within Norad but are not processed by the Internal Audit and Investigations Unit. Of the 159 notifications reported to Norad in 2024, 22 involved suspicions of SEAH, and 16 involved suspicions of safeguarding.

Before a decision is made to establish a case, received notifications have the status of *preliminary notification*. At this stage, the Internal Audit and Investigations Unit assesses what the notification pertains to. Cases concerning SEAH and safeguarding are registered with Norad and investigated by the grant recipient themselves in dialogue with Norad. The Internal Audit and Investigations Unit evaluates all reports of suspected financial irregularities or SEAH breaches, but not every report leads to a formal case being opened. In some situations, preliminary inquiries reveal no substantial breach of the agreement. These instances are documented but not pursued further as formal cases.

In 2024, 87 new cases (open investigations) were established, some of which were reported in previous years. Fifty-five cases were concluded and closed. Norad demanded repayment of funds due to proven financial irregularities and/or other significant breaches of the grant agreement in 28 of the concluded cases.

Grant recipients repaid a total of NOK 12,919,714, of which NOK 12,202,822 was returned to Norad, and NOK 716,892 was returned to the affected projects having fulfilled the criteria in current repayment guidelines.

The "repayment to project" sanction is possible if a specific set of criteria is met, among these: the grant recipient uncovered the irregularities themselves and reported them to Norad immediately upon suspicion, and the internal control systems at the grant recipients was not significantly at fault when the misconduct occurred. The grant recipient must have ensured that the internal control prior to and during the period in which the irregularities occurred was satisfactory. The conditions for "repayment to project" can be found [here](#). The arrangement for repayment to projects was introduced in December 2018.

The smallest sum repaid in a single case in 2024 was NOK 480, while the largest amounted to NOK 6,557,860.

Two of the concluded cases involved financial irregularities committed by Norad's agreement partners (grant recipients), 14 involved the grant recipient's sister organization, country office, or equivalent, while 39 cases concerned their local partners.

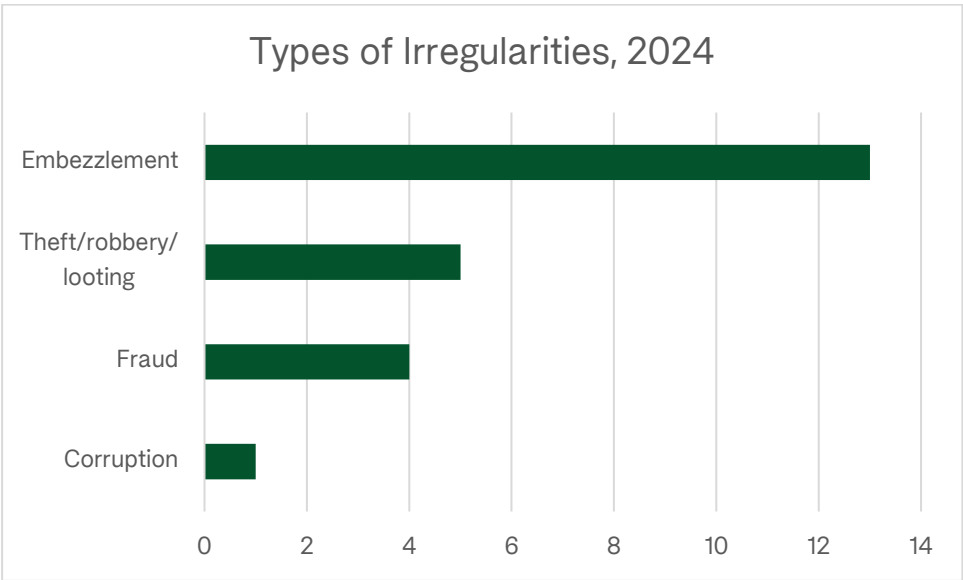
SEAH: Sexual exploitation, abuse, or harassment
Safeguarding: term used for concerning conditions that are not necessarily financial irregularities or SEAH cases, such as violence against children.

Overview 2024	
Cases reported to Norad	159
Opened cases/investigations	87
Concluded cases/investigations	55
Concluded cases/investigations with sanctions	28
Number of cases of repayment to Norad	19
Number of cases of repayment to project	9
Total NOK repaid to Norad	NOK 12 202 822
Total NOK repaid to projects	NOK 716 892

Types of Irregularities

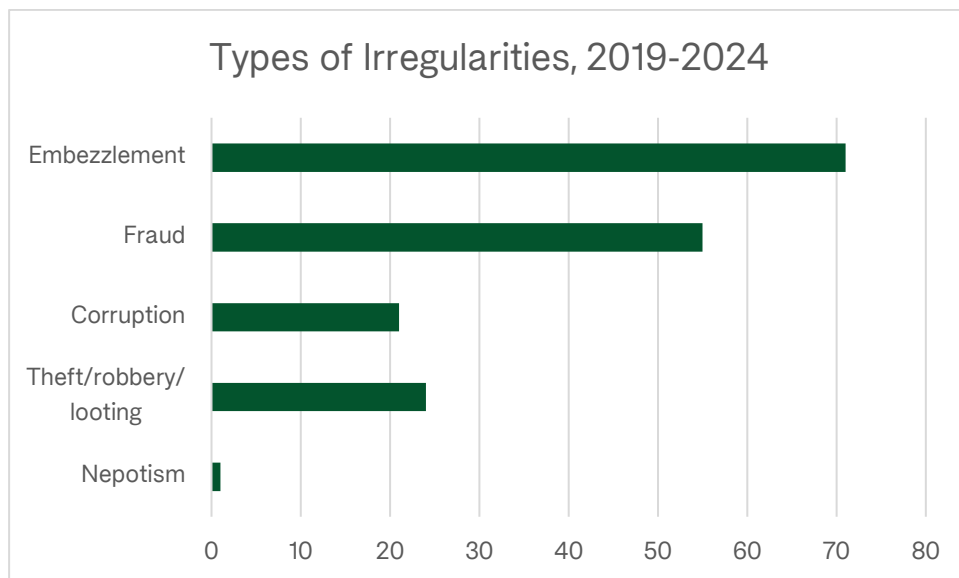
Even after a thorough investigation, it is not always possible to determine whether actions were intentional. Nevertheless, breaches of contract can often be proven, e.g. breaches of procurement rules, inadequate/insufficient documentation of costs and other circumstances that can conceal more extensive irregularities. This type of significant breach of the agreement provides grounds for sanctions from Norad, even when no financial irregularities have been proven.

In the 55 investigations concluded in 2024, Norad identified breaches of agreement in 36 cases. In 23 instances, financial irregularities were confirmed. Some types of irregularities are easier to detect than others. Corruption is often more challenging to identify and even harder to prove than embezzlement, fraud, and theft.



The figure above shows Norad's assessment of financial irregularity cases in 2024 categorised by types of irregularity. The distribution among the various types of irregularities has been relatively stable over time. Reports of embezzlement remain the most common type received by the Internal Audit and Investigations Unit.

Of the 308 concluded cases in the period 2019 - 2024, irregularities were uncovered in 172 of them. The table below shows that most of the cases involved embezzlement and fraud.



More Detailed Explanation of the Terms Above

Misconduct – breach of the agreement's provisions, e.g., funds not used in accordance with the agreement, violation of the procurement provisions, or equivalent. *Financial irregularities* are a type of misconduct, i.e. a breach of the agreement.

Financial Irregularities - fraudulent financial activities and illegal acts such as corruption, embezzlement, or other forms of financial crime. Financial irregularities involve deliberate actions taken to unlawfully obtain financial benefits.

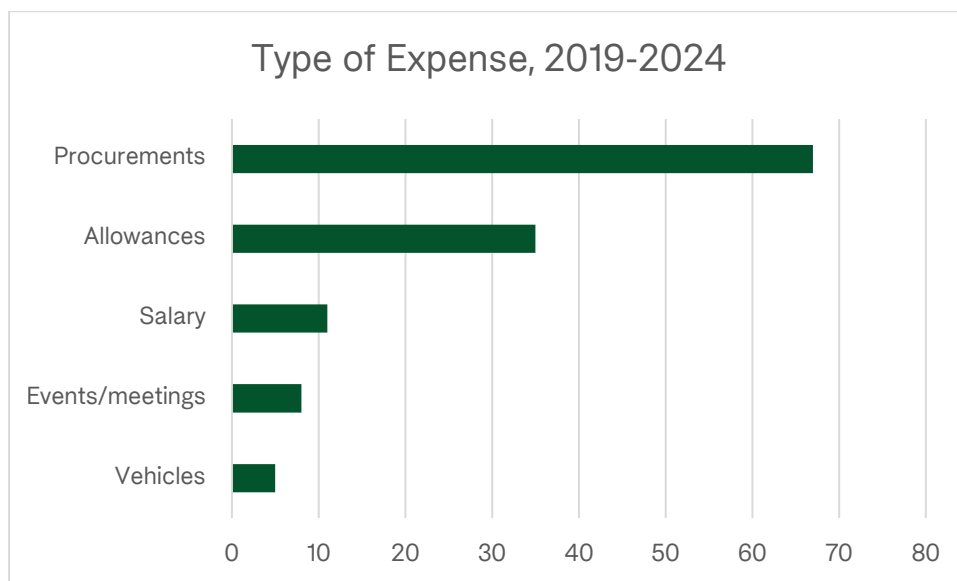
Corruption – the abuse of power in trusted positions for personal gain through the payment or receipt of bribes in the form of money, gifts, or services. An example of this is **kickbacks**: a hidden portion of a payment for goods or services that is returned from the supplier to the person who secured a favourable deal.

Theft/Robbery/Looting – unlawful appropriation of another's property/obtaining unlawful gain for oneself or another through the use of violence or threats

Embezzlement – obtaining unlawful gain through the acquisition of assets that one has at their disposal but belong to someone else

Fraud – obtaining unlawful gain by deliberately provoking and exploiting ignorance of the law or a misunderstanding. Common examples of fraud include the use of fake timesheets, fake invoices, or overbilling.

Nepotism – extending unlawful advantages to relatives or close acquaintances (colloquially: "cronyism")



Procurement is the type of expense most affected by financial irregularities over the past six years. This is followed by allowances and salaries, then expenses related to events and the use of vehicles. The situation in 2024 was similar to that of previous years.

Failures on the Part of Grant Recipients

Experience from cases in 2024 showed that Norad's grant recipients often failed to adequately monitor their implementing partners. Grant recipients, along with many of their local partners, had adequate written procedures and internal guidelines in place, but adherence to these was often lacking. In most cases, shortcomings in the internal control environment of the implementing partner were the main reason why financial irregularities occurred.

Sanctions

The figure below provides an overview of the sanctions that Norad's grant recipients, or their partners, initiated or were instructed to initiate as a result of the outcomes of investigations during the period 2019–2024. Norad and the grant recipient often require a strengthening of internal control systems in the implementing phase (where failures are most frequently identified) before development aid payments can be resumed. Norad is not involved in the implementation of internal sanctions, e.g. disciplinary action against employees. The table shows cases where a significant breach of contract was established. There may be multiple sanctions per case, but the figure highlights the most severe one per case.

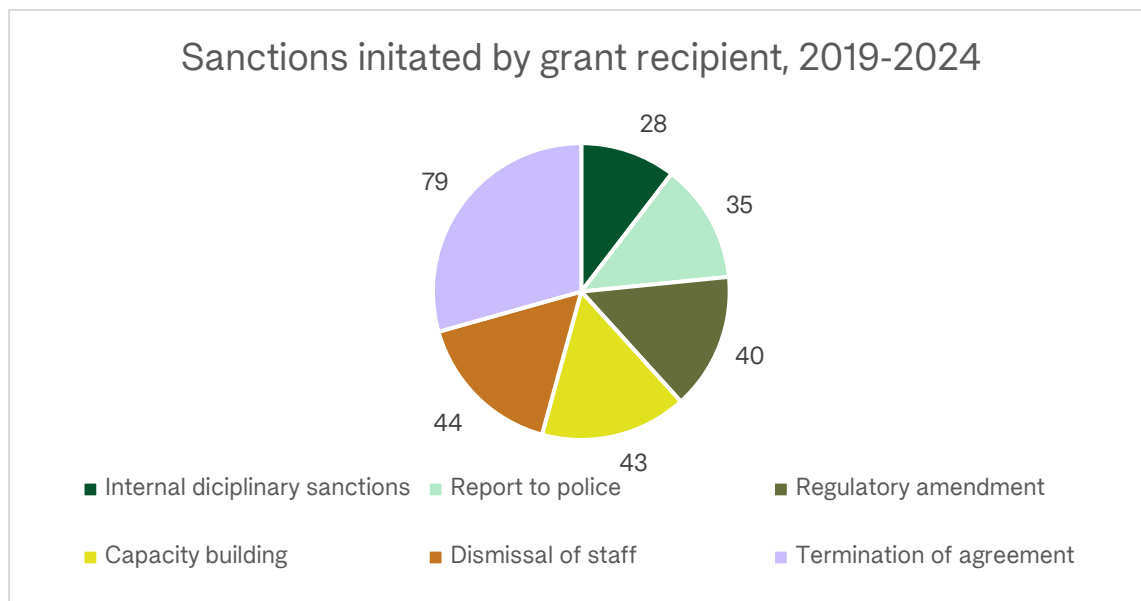
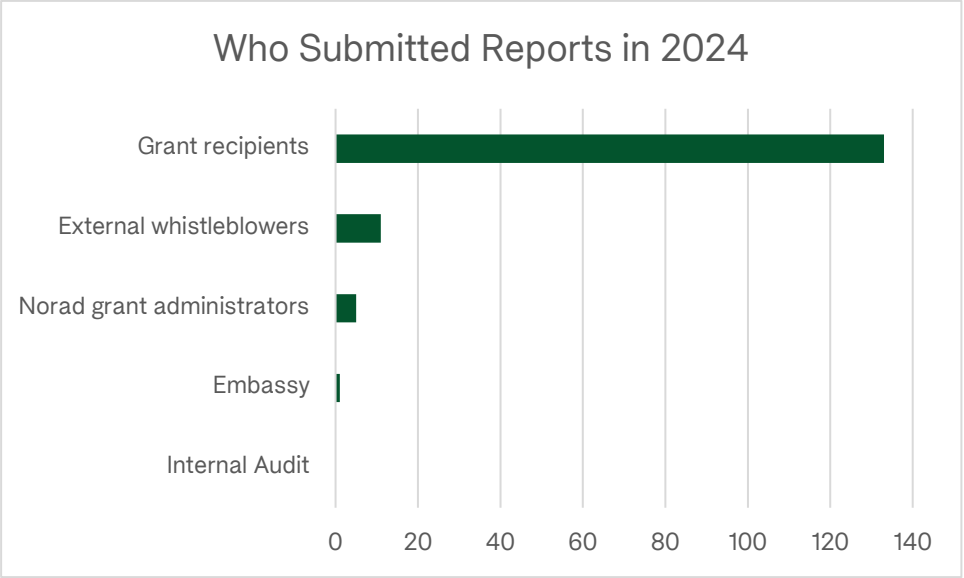


Figure 1 Note: Grant recipients may initiate more than one type of sanction per case

Grant recipients most often respond to significant breaches of agreements by their local, implementing partners by terminating the partnership. This was the case in 79 instances. For 2024, the most common measure was strengthening internal procedures and routines (regulatory amendments) (9 instances). Only in one instance in 2024 was the agreement terminated. Other sanctions in 2024 included dismissal (7 cases), police reporting (3 cases), capacity building (6 cases), and internal sanctions (4 cases).

Who Submitted the Reports Received in 2024?

Reports on the misuse of funds primarily come to Norad from grant recipients, in accordance with their contractual obligations. Additionally, the Internal Audit and Investigations Unit receives reports directly from external whistleblowers, including anonymous ones. In some instances, Norad is notified by other donors. The Internal Audit and Investigations Unit also receives reports of suspected financial irregularities from Norad grant administrators and identifies irregularities as part of its own investigations. In 2024, 133 of the notifications came from grant recipients, while 11 came from external sources.

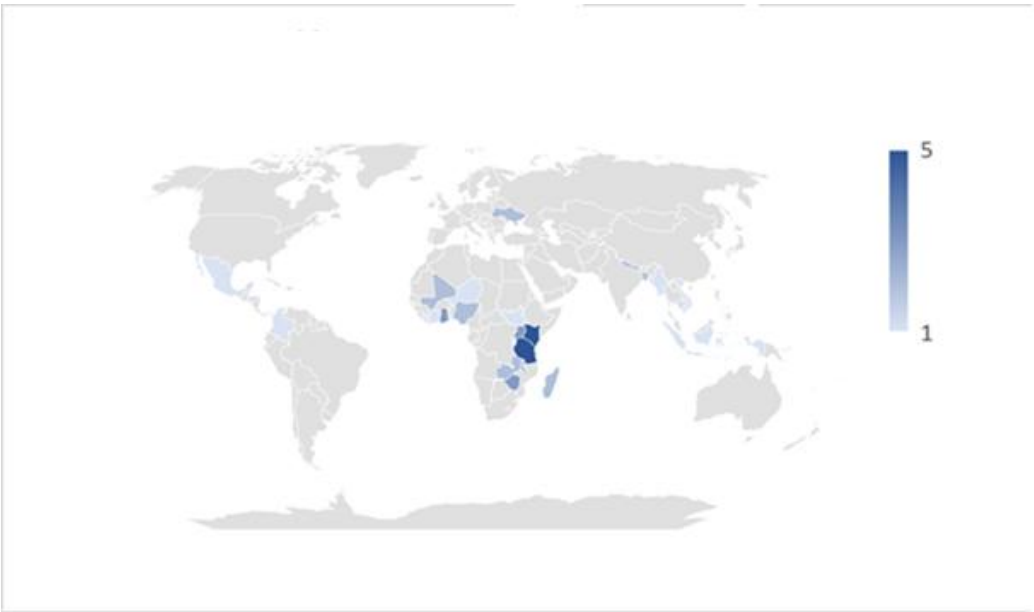


Location of Financial Irregularities in 2024

The Internal Audit and Investigations Unit handled cases in 29 recipient countries in 2024.

It would be unreasonable to draw any conclusions about the risk of financial irregularities in a country based on the number of cases received by Norad. Chance plays a significant role, as well as the proportion of Norad funds channelled to the country in question.

The majority of cases in 2024 occurred in foreign NGOs, and most of these were partners of Norwegian NGOs. Below are the 29 countries where the financial irregularities took place in the cases that were concluded in 2024. SEAH cases are not included in these numbers.



Countries with 5 cases: Tanzania, Kenya, Mozambique.

Countries with 3 cases: Ghana, Uganda, Zimbabwe.

Countries with 2 cases: Bangladesh, Madagascar, Malawi, Mali, Nepal, Nigeria, Ukraine, Zambia.

Countries with 1 case: Burundi, Colombia, Côte d'Ivoire, Fiji, Indonesia, Jordan, Cambodia, Lebanon, Liberia, Mexico, Myanmar, Niger, Switzerland, South Sudan, Vietnam.

A large proportion of Norad's development aid goes through multinational organizations and funds. Multinational organizations and several global funds follow up on notifications themselves, and they investigate many thousands of potential cases of financial irregularities each year. These organisations' websites contain specific reports on whistleblowing cases. See some representative examples below:

- [World Bank Sanctions system annual report 2024](#)
- [WFP Annual report of the Inspector General](#)
- [GAVI Audit and investigations](#)

Sexual Exploitation, Abuse, and Harassment (SEAH)

Norad has zero tolerance for passivity in the fight against sexual exploitation, abuse, and harassment (SEAH). In accordance with the agreement I, grant recipients must take all reasonable measures to prevent, detect, and respond to SEAH in or related to projects supported by Norad funds. This requirement applies across all stages and levels of the project implementation process.

Grant recipients should promptly inform Norad of any suspicions of SEAH incidents that might affect the partnership with Norad, if such suspicions justify further investigation. They are required to have ethical guidelines that specify minimum standards. For more details, please refer to The Norwegian Ministry of Foreign Affairs document "[Guidelines for dealing with reports of sexual exploitation, abuse and harassment involving grant recipients in the Foreign Service](#)".

The Internal Audit and Investigations Unit is responsible for Norad's efforts to follow up on alerts and reports concerning SEAH. However, the unit does not normally investigate individual cases of SEAH. This is the responsibility of the employer and a task for the grant recipient or their implementing partners. The Internal Audit and Investigations Unit's responsibility primarily consists of assessing whether the grant recipient's handling of the report and its internal measures to combat SEAH comply

with the agreement with Norad. If the organisation does not deal with SEAH cases as required by the agreement, the matter will be included as part of the institutional dialogue between Norad and the organisation and may result in Norad freezing payments to the partner or terminating the grant agreement. In 2024, Norad received 22 notifications regarding SEAH and concluded 12 such cases. In four of the 12 concluded SEAH cases in 2024, the allegations were confirmed. Two cases involved employees sexually harassing colleagues, one case concerned both sexual harassment and sexual abuse committed by a manager against an employee, and one case involved sexual assault on a 16-year-old.

In these four cases, the perpetrators were dismissed, and the victims were offered psychosocial support. Norad's grant recipients were found to have acted in accordance with their ethical guidelines and routines, addressing the cases appropriately and effectively. As such, no breaches of the agreement with Norad were detected. Consequently, the cases did not result in any action from Norad.

Norad also received notifications concerning "social safeguarding" (such as violence against children and other non-sexual misconduct). These matters do not fall under the SEAH definition and are therefore not handled by the Internal Audit and Investigations Unit. However, safeguarding cases can have consequences for grant recipients if the event represents a breach of agreement. While safeguarding cases must be reported to Norad's Internal Audit and Investigations Unit, in line with SEAH cases, the responsibility for addressing safeguarding cases lies with Norad's grant administrators.

Spot Checks

Norad's Internal Audit and Investigations Unit conducts spot checks on grant recipients and their implementing partners who receive Norad funding. These spot checks include the testing of agreements, financial management, and internal controls relating to corporate governance and key support activities for the core business. The main purpose of these spot checks is to ensure good internal control regarding Norad support at every stage through to the end recipient. Prevention is far more cost-effective than repair; the spot checks are designed to identify weaknesses early, preventing them from escalating into serious issues that hinder project success or lead to the misuse of Norad funds.

Norad funds must be used in accordance with approved work plans and budgets. The agreement with Norad requires grant recipients to continuously identify and assess risks that could hinder the attainment of the project's objectives, and to implement necessary measures to mitigate those risks to an acceptable level. Grant recipients must also establish internal control systems that prevent and detect misuse of funds from Norad.

During spot checks, Norad checks compliance with the agreement and the organisation's internal framework in areas that experience has shown are vulnerable to the misuse of development aid.

During the spot checks and in the subsequent report, Norad provides recommendations for measures that can reduce vulnerability and the risk of misuse.

In 2024, the Internal Audit and Investigations Unit conducted 5 spot checks on Norad's grant recipients and their local partners in Kenya.

The spot checks in Kenya revealed, among other things, deficiencies in due diligence procedures for partners, weaknesses in ongoing monitoring, lack of follow-up on issues highlighted in Management Letters, incomplete/outdated financial manuals, inadequate written procedures for handling cash, and weaknesses in procurement routines.

The Internal Audit and Investigations Unit began conducting spot checks on grant recipients and their implementing partners with Norad funding in 2022. More information about the purpose, selection criteria, and methodology, as well as findings from the spot checks conducted in 2022 and 2023, can be read in the Internal Audit and Investigations Unit's annual report on cases in 2023. Below is a summary of the Internal Audit and Investigations Unit's spot checks by country:

- Kenya: 5 checks (April 2024)
- Uganda: 7 checks (October 2023)
- Indonesia: 6 checks (June 2023)
- Ethiopia: 6 checks (March 2023)
- Malawi: 7 checks (November 2022)
- Tanzania: 5 checks (September 2022)

Internal Control – Requirements for and Expectations of Grant Recipients

Experiences from Cases

Most cases reviewed by the Norad Internal Audit and Investigations Unit reveal deficiencies or weaknesses in the affected organization's management or use of the funds. Financial misconduct often occurs where the opportunity for unjust gain is high, control is weak, and the risk of being detected and penalized is low. In many cases, grant recipients strengthen their internal control following such incidents to prevent future occurrences of the same nature.

Several cases of misconduct could have been prevented if the grant recipients had better understood the specific financial risks facing their projects, as well as what effective internal controls involve in practice to ensure goals are achieved. A frequent weakness in internal control systems is that management and staff often fail to monitor adherence to written guidelines and procedures in daily operations. Having theoretical internal control systems that are not implemented in practice is of little value. On the other hand, control should not be more extensive than necessary – if it is, it may consume too many of the project's resources and even hinder effective operations.

What is Internal Control?

Internal control is defined as a process carried out by the company's board, management, and other employees. It is designed to provide reasonable assurance that the company's objectives related to operations, reporting, and compliance are achieved. Internal control consists of five integrated components that must be maintained: internal control environment, risk assessment, control activities, information and communication, and monitoring activities.

By referring to internal control as a process, it is implied that internal control is under continuous monitoring and assessment to ensure that it is always accurate and effective. Significant changes in the project's environment or internally within the project organization, or new insights into existing vulnerabilities and opportunities, may necessitate strengthening existing measures, introducing new measures, or reducing or eliminating other measures. It is a misconception to think that efforts to strengthen internal control systems automatically prevent or hinder the achievement of operational goals for the organization. An effective internal control system should, as the definition above indicates, both contribute to such objectives and ensure correct and adequate reporting and compliance with laws and regulations.

Examples of Components of Internal Control

An audit may, for example, uncover breaches of internal procurement regulations, such as when the same employee is responsible for both evaluating bids and approving the final selection. This is just one type of finding that may arise during a review. In another example, the organization implements an online banking solution without requiring dual authorization for withdrawals from the bank account, allowing the financial officer to make withdrawals alone. In a third type of case, there may be an increase in the number of serious robberies in the area where development aid is managed and used. Such increases indicate the need for renewed risk assessment and to possibly suggest adjustments to the internal control systems, with measures that address those specific challenges. Effective and targeted measures in these examples would be to ensure the practice of division of labour in procurement processes, secure reliable access management in the online banking solution, and changes in how assets are secured in order to reduce the risk of robbery.

Management and Control of Public Funds

The framework for public financial management, the “Regulations on Financial Management in Central Government” require proper internal controls over public funds and assets. The administration of public grant schemes falls under the scope of the regulations. The regulations are followed up in the Norwegian Ministry of Foreign Affairs and Norad's management and control system, among other things, to handle the risk of financial misconduct in development aid. The government guidelines state that the management, monitoring, control, and administration of activities must be tailored to their specific nature, risk, and significance.

Financial Misconduct and Risk Landscape

The majority of development aid is managed and used in areas characterised by systemic corruption and high risk for various types of financial misconduct and other misuse of funds. In the Norwegian Ministry of Foreign Affairs and Norad's grant agreements, the concept of financial misconduct is specified as corruption, including bribery, nepotism, and illegal fees, wrongful appropriation of cash, goods, and all other assets, misleading representations in accounts and other reporting, as well as any other use of project funds that is not in accordance with the agreement.

The Zero Tolerance Principle and Internal Control Requirements

Zero tolerance for financial misconduct is a fundamental premise for the allocation and management of development aid. The principle of zero tolerance is adopted by the Norwegian Parliament and embedded in agreements with all grant recipients. The principle applies throughout the funding chain, all the way, often through multiple layers of partners, until the funds are directly used in accordance with the project's objectives and plans.

In the agreements, it is stated that in order to meet the zero-tolerance requirement, grant recipients must organize their operations and internal control systems in such a way that financial irregularities are prevented and detected. Furthermore, grant recipients must make every effort to prevent and manage financial irregularities related to the project.

The Internal Audit and Investigation Unit's cases most commonly concern financial irregularities among the grant recipients' local partners. The grant agreements require the grant recipient to ensure that their partners have the necessary expertise and internal procedures to meet the conditions of the agreement with Norad. The agreements also set expectations that the grant recipient is capable of uncovering financial irregularities within and against projects that receive Norad funding.

Incentive Schemes for Immediate Reporting and Good Internal Control Systems

According to the agreement with Norad, the grant recipient must immediately inform Norad of any indication of financial irregularities related to the project. This is to ensure that the Internal Audit and Investigations Unit can collaborate and influence the investigation and follow-up of the irregularities, including freezing the transfer of new funds to the project until the risk of further loss is clarified and managed in a reassuring manner.

In guidelines dated December 21, 2018, the Norwegian Ministry of Foreign Affairs opened for the repayment of misused grant amounts due to financial irregularities to be made to the project and not to the Ministry of Foreign Affairs or Norad. An absolute condition for this is that the grant recipient themselves uncovered the irregularities and immediately reported the suspicion. A key additional factor in determining whether this incentive scheme applies is whether the grant recipient had good internal controls in place for the management of funds and was not substantially at fault for the discrepancy.

Deep-dive Topics from Previous Annual Reports

2023: Quality in accounting reporting. [Link to the 2023 report.](#)

2022: Spot checks: The Internal Audit and Investigations Unit started conducting spot checks on implementing partners in 2022. The report delves somewhat into the methodology and overarching findings of the spot checks undertaken in 2022. [Link to the 2022 report.](#)

2021: Ten-year retrospective: In this report, we looked at all the cases handled by the Whistleblowing Team/Internal Audit and Investigations Unit since the Whistleblowing Team was established in 2011. [Link to the 2021 report.](#)

2020: Covid-19 and IT security. Reduced ability to conduct control activities and audits during the Covid-19 pandemic entails an elevated risk that the controls do not detect significant discrepancies (control risk and audit risk). The pandemic also made investigations more complicated and time-consuming. Not translated.

2019: Encouragement for early reporting of suspicions. Agreements with Norad stipulate that grant recipients must immediately notify Norad of any indication of financial irregularities related to the project. The term "immediately" is used for good reason, and Norad interprets it strictly. "Immediately" means as soon as there are signs of irregularities and before any special investigations are initiated. [Link to the 2019 report.](#)

2018: Red flags. Everyone who manages development aid should learn to be vigilant of discrepancies and conditions that may indicate financial irregularities, known as 'red flags.' Certain red flags, such as ambiguity, minor discrepancies, and lack of transparency, may not be significant in themselves, but when combined with other factors, may warrant a more detailed investigation. The 2018 report describes a number of red flags that have been observed in cases investigated by Norad. [Link to the 2018 report.](#)

2017: Audit reports do not detect financial irregularities. The 2017 report discussed the fact that external audits are the most common control measure for development aid. Audits certainly have a preventive effect against errors and irregularities. However, financial irregularities are rarely detected in account audits. Statistics show that only three to four percent of all financial irregularities detected globally are discovered through external audits. Not translated.

2016: Coordination of donors and transparency regarding total income and expenses. Coordination of donors and transparency is a fundamental instrument in the fight against financial irregularities. Every year, several cases are uncovered where multiple donors are charged the same expenses. Not translated.

2015: Background checks. The strengths and weaknesses of the recipient's internal control systems and management must be assessed before a grant agreement is signed and must be monitored throughout the entire funding period. Norad has a number of tools that can be used for partner reviews aimed at mapping the grant recipient's expertise and capacity. Not translated.

The Ministry of Foreign Affairs' quarterly overview of cases

The quarterly reports containing an overview of cases that have been met with responses are published in Norwegian on the [government's website](#) and include cases that have been investigated and concluded by the Norwegian Ministry of Foreign Affairs, Norec and Norad. The Norwegian Ministry of Foreign Affairs' annual report on financial irregularity cases in 2024 is available in Norwegian [here](#).

Interal Audit and Investigations Unit