

SUCCESS STORIES

INTERNAL AUDIT COP KNOWLEDGE PRODUCTS

Unique knowledge products developed by IACOP serve as reference materials on best practice across the world. The IACOP members have jointly developed the following products:

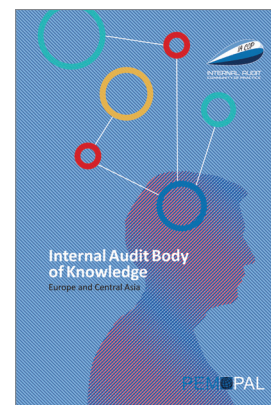
- **Good practice internal audit manual template** (published)
- **Good practice continuing professional development (CPD) manual template** (published)
- **Internal audit body of knowledge** (published)
- **Risk assessment in audit planning** (published)
- **Quality assessment guide for public sector internal audit** (published)
- **A Concept Paper on collaboration among internal audit, financial inspection, and external audit** (ready for publication)

www.pempal.org/knowledge-product-list



Internal Audit
Community of
Practice

Since 2013, five thematic working groups have been established within IACOP which provide additional opportunities to member countries for addressing priority challenges and serve well in the absence of documented best international practice in the area of public sector internal audit. The knowledge products summarizing best practice are a result of an exchange of ideas, experience and knowledge between IACOP member countries. On average, it takes about two to three years to develop a good practice publication. These good practice publications are used by member countries as a reference point to support their internal audit reforms, inform their policies, and guide the development of their respective documents. They are regarded as unique and valuable knowledge products which are a result of collective efforts of policy makers and practitioners from 23 countries.



Summary information on the knowledge exchange and good practice products developed by the recent two thematic groups is presented below.

QUALITY ASSURANCE WORKING GROUP (QAWG)

The idea of establishment of the QAWG was discussed in Skopje, Macedonia, October 2011. The objectives of QAWG were agreed as follows:

- to understand how to apply the international standards and best practices to improve the quality of the internal audit practice;
- to develop a solid understanding of the process used to complete internal and external assessments of an internal audit function;
- to discover proven quality assessment tools and techniques;
- to learn from country experience on Quality Assurance (QA) methodology - explore the recommended internal and external quality assessment approaches and identify the best approach for our own organization;
- to ultimately improve the overall quality of internal audit in all the IACOP member countries.

What has been achieved?

- Common methodology was developed.
- The QA methodology represents an extension to Part 4 of the Good Practice Internal Audit Manual Template (IACOP publication).
- Quality Assurance Guide (QAG) of the internal audit function includes a template for an Audit Entity Survey and guidelines for:
 - Ongoing Supervision;
 - Periodic Internal Assessment;
 - External Assessment of the internal audit function by the CHU;
 - Internal Assessment of the CHU.

This product is the end result of a series of workshops where participants learned from their peers how to raise the bar with regard to the effective implementation of good internal audit practices in their respective countries.



How will it be applied? What is the added value?

Many countries said that QAG is an excellent and unique knowledge product, and is a very useful and high quality document. Moreover, the QAG does not depend on the size of the organization and can be applied easily in all organizations. The QAG can be adapted to the organization context and IA function. For example Bosnia and Herzegovina already formally uses the IACOP QAG. Also, Moldova has developed draft Regulation on External Assessment, based on IACOP QAG and already performed two external assessment pilots. The target for Moldova is to assess five internal audit units in 2017. For Croatia QAG is a good base to identify differences and level of current compliance of IA units and also a base for future development of methodology. Serbia is developing draft Quality Assessment Rule book. In Ukraine QAG was partially used. The 'Potential Value' of the QAG includes an IACOP assessment mission on a host

country request. A few countries have already expressed an interest to pilot the methodology to assess the IA system at the national level. The assessment could be performed as a peer review exercise, and it can be done subject to funding availability.

Leadership debates

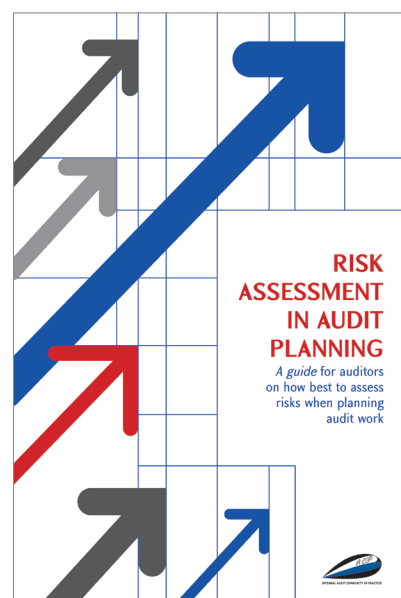


RISK ASSESSMENT WORKING GROUP

The Risk Assessment Working Group was launched in April 2012 in Sofia and completed its work in December 2014. The working group members learned how to use risk assessment (RA) - generally applied to annual audit planning process - to help build Strategic Internal Audit plans that strengthen auditor productivity and provide enhanced assurance. In the beginning the Working Group explored the differences between traditional, control-based planning and a new risk-based approach that addresses management's concerns and priorities at the individual audit level. The Working Group helped to learn common terminology on RA, IPPF standards and guidance related to RA, including the need for internal auditors to assess the risks, the benefits of the risk assessment, and practical application of the RA approach to maximize the value of audit and resources invested and generate high-impact outcomes.

The Working Group developed the RA Guide as annual planning (RAP) methodology, representing a step-by-step guide, using good practices of the various RA Methodologies from IACOP countries and internationally. A case study was also developed to be used as a training material on the subject of RA. The case study and the RAP Guide are already used for training purposes in many countries, and was first introduced in Hungary and Moldova. The key performance indicator (KPI) used by IACOP to monitor the use of the Risk Assessment methodology showed significant impact and progress from zero score in 2007 to scores of 10-12 out of 20, in 2014.

Everybody at work





PEMPAL SECRETARIAT

36/1 B. Molchanovka, str.
121069 Moscow, Russia
T: +7 495 745 70 00

Budget Community of Practice (BCOP)

T: ext. 2038
E: BCOP@pempal.org

Internal Audit Community of Practice (IACOP)

T: ext. 2002
E: IACOP@pempal.org

Treasury Community of Practice (TCOP)

T: ext. 2078
E: TCOP@pempal.org

www.pempal.org

© PEMPAL Secretariat

This work is a product of PEMPAL Secretariat.

Rights and Permissions:

The material in this work is subject to copyright. Because PEMPAL encourages dissemination of its knowledge, this work may be reproduced, in whole or in part, for noncommercial purposes as long as full attribution to this work is given.

Any queries should be addressed to PEMPAL Secretariat.