



Internal Audit–Capability Model (IA–CM) Survey

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Agenda



Objectives

Overview of IA–CM Survey

Developing the Survey

IA–CM Survey Activities

Q&A

Objectives

Obtain insights/suggestions on how survey can be improved

Obtain suggestions/strategies on how IA-CM tool can be further used



Purpose of IA-CM Survey

Capacity development
assistance to ADB public
sector clients

Enable public sector internal
audit offices to assess their
level of internal audit
capability

Identify gaps between
current maturity and target
maturity level, and develop
an action plan

Create knowledge base

Gather baseline
information on public
sector internal auditing
offices and the public
sector organizations they
serve (demographics and
institutional profile)

Internal Audit – Capability Model

Self-assessment and development tool

- A framework identifying the fundamentals and requirements of IA
- Assesses the capability level of an IA activity
- Capability building for continuous improvement

A communication vehicle to stakeholders

- Basis for communicating what is effective internal auditing
- Benchmarking

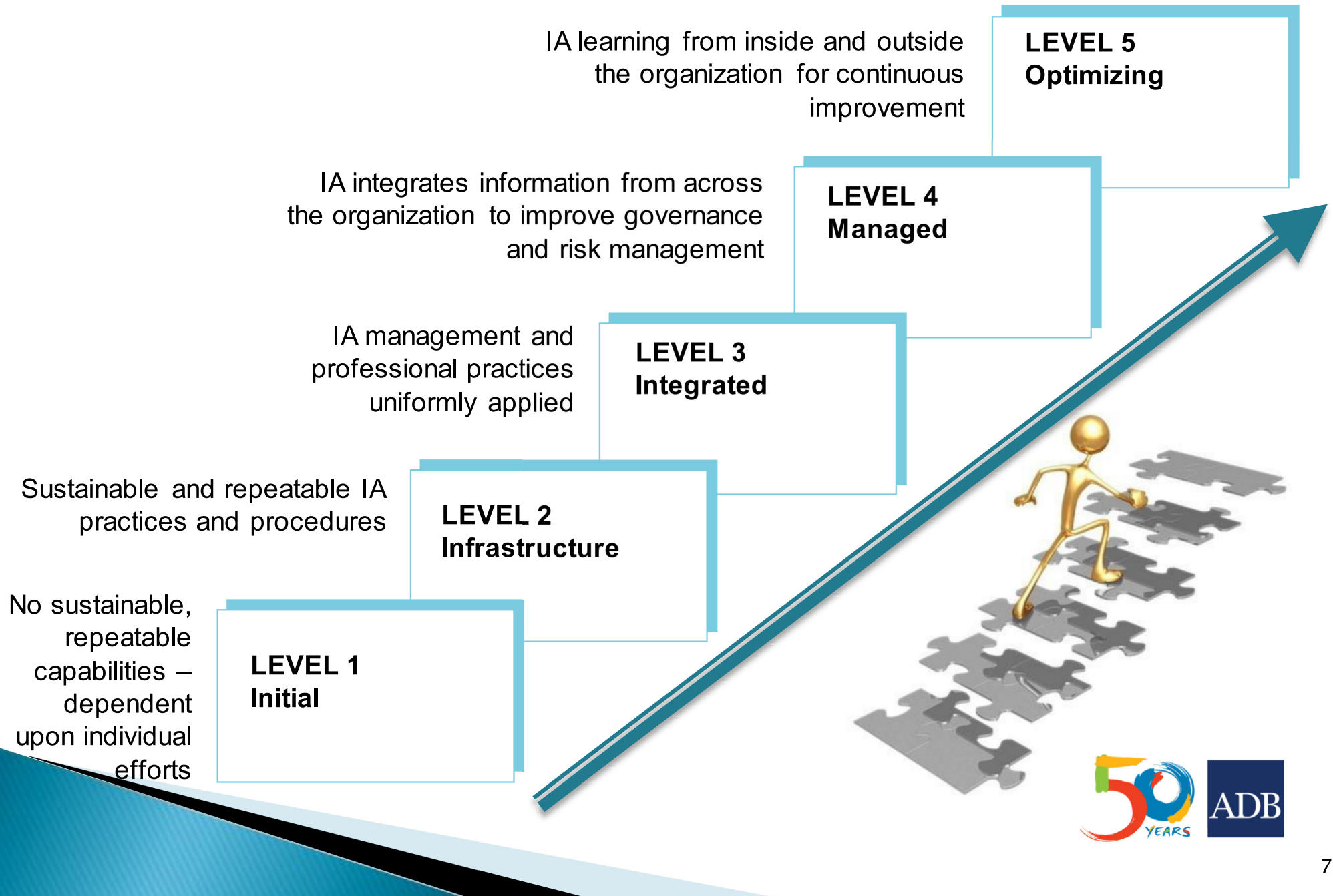
A road map for orderly improvement & attaining goals

- Strategic planning and visioning

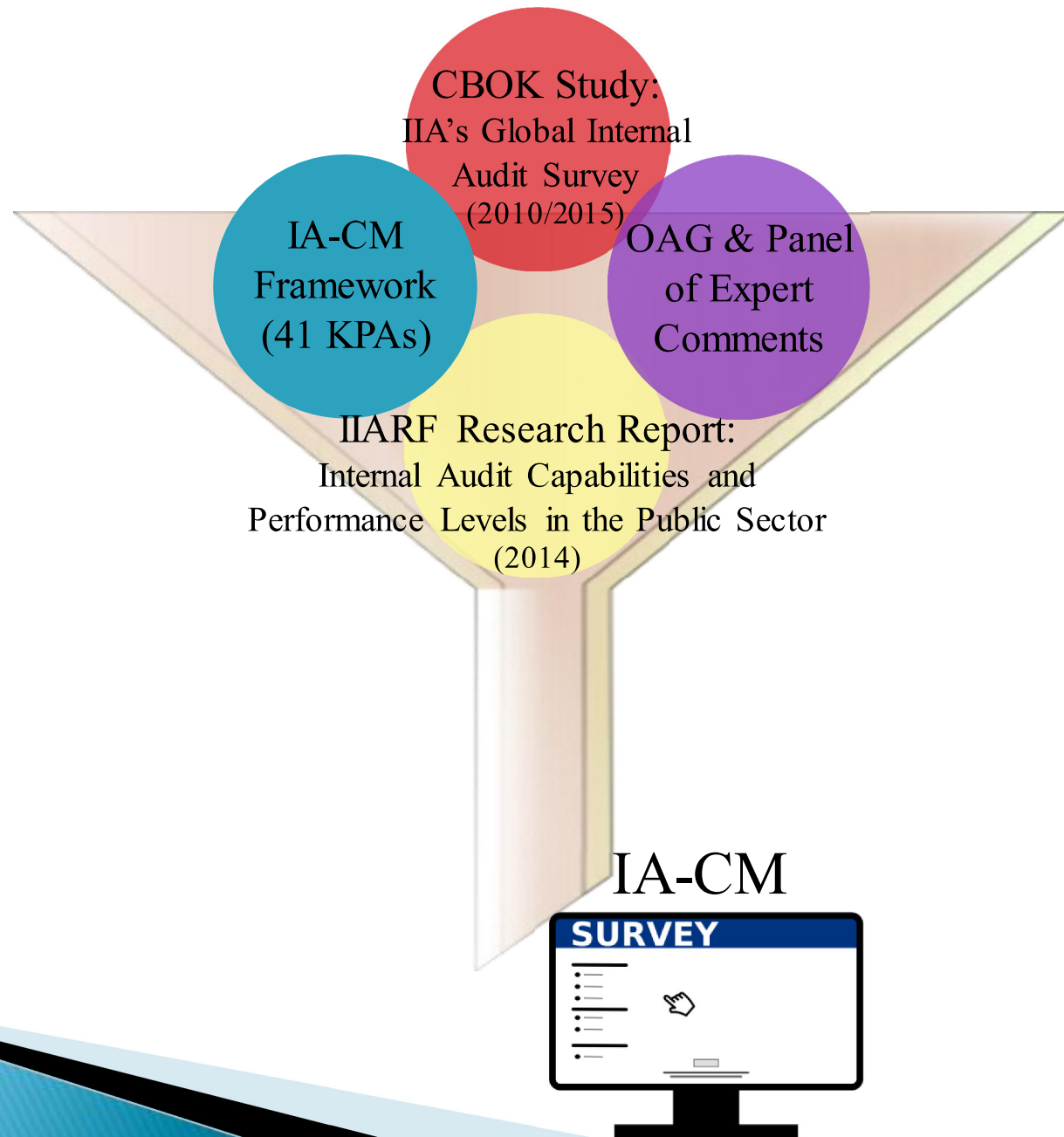
Internal Audit Capability Model Matrix

	Services and Role of IA	People Management	Professional Practices	Performance Management and Accountability	Organizational Relationships and Culture	Governance Structure
Level 5 – Optimizing	IA Recognized as Key Agent of Change	Leadership Involvement with Professional Bodies Workforce Projection	Continuous Improvement in Professional Practices Strategic IA Planning	Public reporting of IA Effectiveness	Effective and Ongoing Relationships	Independence, Power, and Authority of the IA Activity
Level 4 – Managed	Overall Assurance on Governance, Risk Management, and Control	IA Contributes to Management Development IA Activity Supports Professional Bodies Workforce Planning	Audit Strategy Leverages Organization's Management of Risk	Integration of Qualitative and Quantitative Performance Measures	CAE Advises and Influences Top-level Management	Independent Oversight of the IA Activity CAE Report to Top-level Authority
Level 3 – Integrated	Advisory Services Performance/Value-for-Money Audits	Team Building and Competency Professionally Qualified Staff Workforce Coordination	Quality Management Framework Risk-based Audit Plans	Performance Measures Cost Information IA Management Reports	Coordination with Other Review Groups Integral Component of Management Team	Management Oversight of the IA Activity Funding Mechanisms
Level 2 – Infrastructure	Compliance Auditing	Individual Professional Development Skilled People Identified and Recruited	Professional Practices and Processes Framework Audit Plan Based on Management/Stakeholder Priorities	IA Operating Budget IA Business Plan	Managing within the IA Activity	Full Access to the Organization's Information, Assets, and People Reporting Relationships Established
Level 1 – Initial	Ad hoc and unstructured; isolated single audits or reviews of documents and transactions for accuracy and compliance; outputs depend upon the skills of specific individuals holding the position; no specific professional practices established other than those provided by professional associations; funding approved by management, as needed; absence of infrastructure; auditors likely to be part of a larger organizational unit; no established capabilities; therefore, no specific key process areas					

IA-CM Levels



Developing the IA-CM Survey



IA-CM Survey

SurveyMonkey® Preview & Test

2017 Internal Audit Capability Model Survey for the Public Sector

Background

* 1. Name of Institution:

* 2. What is your position as an internal auditor in the organization?

☐ Chief audit executive (CAE) or head of internal audit (highest ranking member of the internal audit department)

☐ Director or senior manager (level below CAE who manages audit professionals)

☐ Manager (level reporting to director who manages staff who perform audits)

☐ Audit staff (those who perform audits)

☐ Other (please specify)

3%

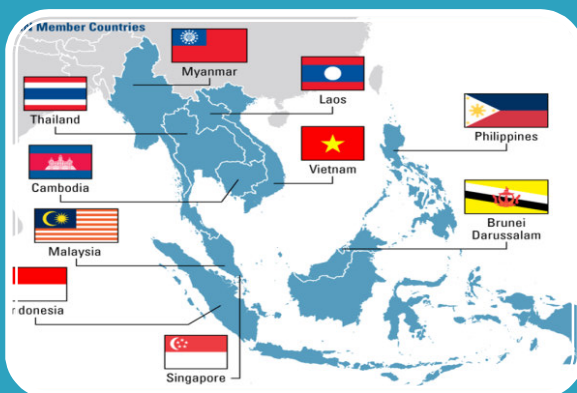
Next

- IA Activity / Organizational Profile
- Internal Audit Activity / Tools & Techniques
- Measurement of Internal Audit Activity / Quality Assessment and Improvement Program
- CAE and Internal Audit Staff Qualifications
- Audit Committee
- Audit Plan
- Audit Report
- IIA Standards

IA-CM Survey



Activities Using IA-CM Tool



Survey was initially rolled-out to the ASEAN Central Bank Head of Internal Audit Network

- Paper on Internal Audit Maturity in ASEAN by Puneet Sondh



Future Activities:

IA-CM survey will be used for requests for capacity development from public sector internal audit offices

Thank you!

