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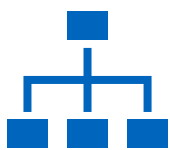


CGIAR System Internal Audit Function

Strategy

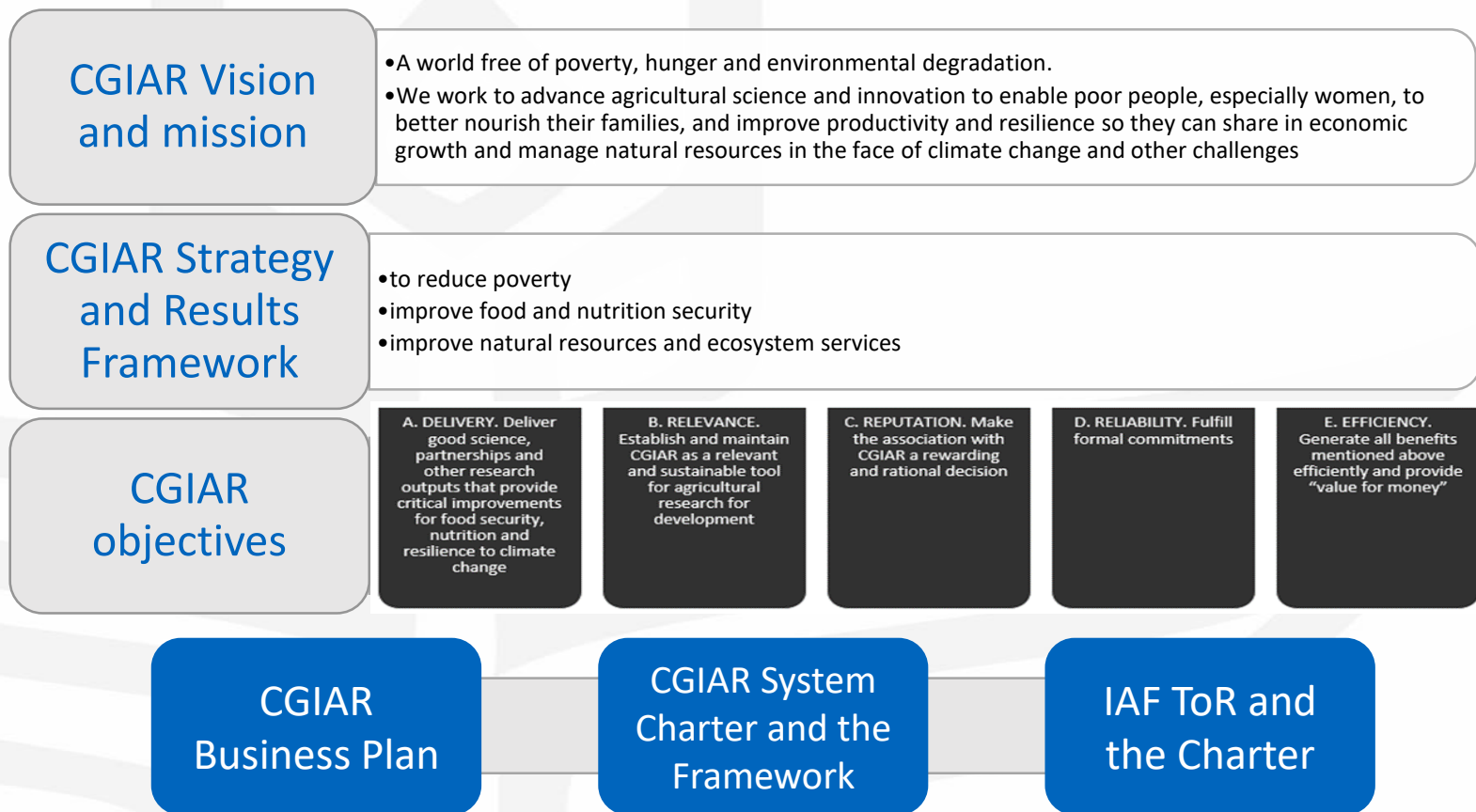
Purpose: This document sets out Internal Audit Function's vision, mission, value proposition, objectives, and the strategies to achieve the objectives. The document also outlines main activities to be implemented in 2018 and beyond as part of the strategy.

Revisions: The document will be updated reflecting any changes in CGIAR objectives, strategy and/or the business cycle.



Considerations underpinning the strategy of the CGIAR Internal Audit Function

IAF is a new function and as it establishes itself, its activities and approaches are to be guided by an overall positioning strategy underpinned by:





Proposed Internal Audit Function's vision, mission, value proposition and objectives

IAF Vision: We are a 'go-to' Trusted Advisor committed to building a dynamic, innovative and the cutting-edge CGIAR System through strategic, insightful and high value-add recommendations

IAF Mission: To strengthen the CGIAR System's resilience and sustainability in the face of threats, and to identify opportunities to improve its effectiveness and efficiency in coordination with other assurance providers

IAF Value Proposition (why IAF?)

- Know the organization and its unique risks
- Understand the client and the culture
- Offer pragmatic solutions aligned with organization's strategy
- Available and committed
- Cost-effective

Objective 1: Credibility

Objective 2: Competency

Objective 3: Consistency

Objective 4: Compatibility

Objective 5: Efficiency

The Internal Audit Function's **vision** is a long-term strategic goal guiding the our on-going and future activities and culture building.

Internal Audit Function's **mission** is what we would like to achieve at the moment, in the short-term.

Internal Audit Function's **value proposition** attempts to capture why IAF is best positioned to address the CGIAR System needs in assurance.

The vision, mission and the value proposition translate into five strategic objectives:

- To build the **credibility** of IAF
- To ensure that the team's knowledge and skills are adequate to what it set to deliver, and it employs **competent** resources
- IAF delivers with **consistent** quality
- IAF builds robust **relationships** throughout the System, and
- Is **efficient** in its structure, budget and processes.

The achievement of the objectives will be measured through the establishment of relevant KPIs.



Risks to the Internal Audit Function's vision, mission and objectives

Key risks

IAF provides false assurance

IAF does not add value

IAF is not respected and not listened to

Lack of skills to address main risks

Failing to consider/flag major risk

Inefficiency

How do we address them?





Areas to be addressed in pursuit of objectives



On the left are the components that need to be addressed in the pursuit of Internal Audit Function's objectives and to address risks. These include:

- How we hold ourselves **accountable** for what we set out to achieve e.g. through a performance indicators
- Internal Audit Function **team**, our skills set, knowledge, competencies and the way we work together
- **Relationships**: our key stakeholders and the way we interact with them
- Our **processes** and tools that help us achieve our objectives and deliver solid audit work in collaboration with other assurance providers
- The **templates** that we use to communicate the results of our work
- How we manage our **financial** resources, and
- How we incorporate **quality** in everything we do



Projects

The table outlines the specific strategies and development activities to achieve our objectives

Objectives	Accountability	Team	Relationships	Process	Templates	Budget	Quality
Credibility	4.a KPIs	2.e Introduce time-sheets	4.b Improve web-pages	2.h Data visualization			2.f. QAIP
Competency		3.a Training needs	3.b. Engagement client feedback 5.a Annual client feedback				
Consistency				2.a Process mapping 2.b. Review of MK process	2.c Develop templates 3.c Review audit manual		6.a QA self-assessment
Compatibility	1.a IAF Charter & Strategy		1.c Mapping stakeholders 3.d. Stakeholder engagement strategy and comms plan				
Efficiency		1.b Bi-weekly meetings	4.c Combined assurance			2.d Budget review	



Project timelines

Each project will have a lead, one of IAF team members and will be underpinned by a detailed plan. Suggested timelines of improvements projects are below. The implementation of the strategy will be monitored through regular project plan monitoring and reports to the Audit and Risk Committee.

March-April 18

- 1.a IAF Charter & Strategy
- 1.b By-weekly team meetings (DONE)
- 1.c Stakeholder mapping

May – June 18

- 3.a Assess training needs
- 3.b Engagement client feedback
- 3.c Audit manual
- 3.d Stakeholder engagement strategy

November 18

- 5.a Annual client feedback

April – May 18

- 2.a Process mapping
- 2.b MK process update
- 2.c Develop templates
- 2.d Monthly budget reviews (DONE)
- 2.e Time-sheets (DONE)
- 2.f QAIP
- 2.h Data visualization

June – July 18

- 4.a KPIs
- 4.b Improve web-pages
- 4.c Combined assurance

December 18

- 6.a Self-assessment



Project update December 2019

Each project will have a lead, one of IAF team members and will be underpinned by a detailed plan. Suggested timelines of improvements projects are below. The implementation of the strategy will be monitored through regular project plan monitoring and reports to the Audit and Risk Committee.

March-April 18

- 1.a IAF Charter & Strategy (DONE)
- 1.b By-weekly team meetings (DONE)
- 1.c Stakeholder mapping (DONE)

May – June 18

- 3.a Assess training needs (DONE)
- 3.b Engagement client feedback
- 3.c Audit manual (DONE)
- 3.d Stakeholder engagement strategy

November 18

- 5.a Annual client feedback (DONE)

April – May 18

- 2.a Process mapping (DONE)
- 2.b MK process update (DONE)
- 2.c Develop templates (DONE)
- 2.d Monthly budget reviews (DONE)
- 2.e Time-sheets (DONE)
- 2.f QAIP (DONE)
- 2.h Data visualization (DONE)

June – July 18

- 4.a KPIs (DONE)
- 4.b Improve web-pages (DONE)
- 4.c Combined assurance (ON-GOING)

December 18

- 6.a Self-assessment (DONE)