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.
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:

**CGIAR Vision and mission**
- A world free of poverty, hunger and environmental degradation.
- We work to advance agricultural science and innovation to enable poor people, especially women, to better nourish their families, and improve productivity and resilience so they can share in economic growth and manage natural resources in the face of climate change and other challenges.

**CGIAR Strategy and Results Framework**
- To reduce poverty
- Improve food and nutrition security
- Improve natural resources and ecosystem services

**CGIAR objectives**
- A. DELIVERY. Deliver good science, partnerships and other research outputs that provide critical improvements for food security, nutrition and resilience to climate change
- B. RELEVANCE. Establish and maintain CGIAR as a relevant and sustainable tool for agricultural research for development
- C. REPUTATION. Make the association with CGIAR a rewarding and rational decision
- D. RELIABILITY. Fulfill formal commitments
- E. EFFICIENCY. Generate all benefits mentioned above efficiently and provide “value for money”

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Considerations underpinning the strategy of the CGIAR
Internal Audit Function

www.cgiar.org
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

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?

- Team
- Accountability
- Relationships
- Budget
- Templates
- Process

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

<table>
<thead>
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<th>Objectives</th>
<th>Accountability</th>
<th>Team</th>
<th>Relationships</th>
<th>Process</th>
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<th>Quality</th>
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<td>Credibility</td>
<td>4.a KPIs</td>
<td>2.e Introduce time-sheets</td>
<td>4.b Improve web-pages</td>
<td>2.h Data visualization</td>
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<td>Competency</td>
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<td>3.a Training needs</td>
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<td>Consistency</td>
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<td>5.a Annual client feedback</td>
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<tr>
<td>Efficiency</td>
<td></td>
<td>1.b Bi-weekly meetings</td>
<td>4.c Combined assurance</td>
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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

**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

**May – June 18**
- 3.a Assess training needs
- 3.b Engagement client feedback
- 3.c Audit manual
- 3.d Stakeholder engagement strategy

**June – July 18**
- 4.a KPIs
- 4.b Improve web-pages
- 4.c Combined assurance

**November 18**
- 5.a Annual client feedback

**December 18**
- 6.a Self-assessment
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- 2.c Develop templates (DONE)
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- 2.f QAIP (DONE)
- 2.h Data visualization (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

**June-July 18**
- 4.a KPIs (DONE)
- 4.b Improve web-pages (DONE)
- 4.c Combined assurance (ON-GOING)

**November 18**
- 5.a Annual client feedback (DONE)

**December 18**
- 6.a Self-assessment (DONE)