



Internal Audit Community of Practice

Strategic Plan

2010-2011

Internal Audit Community of Practice

Draft 07/06/2010



Introduction and Purpose of this Strategy

This document sets out Executive Committee's proposed strategy for the organization and delivery of activities on the framework of PEMPAL Planned activities and approved budget for the period 2010 to 2011.

Purpose of the IA COP

A network of Internal Audit professionals sustained by the valuable exchange of ideas, techniques, experiences and problems on different ways:

1. To help each solve problems
2. To develop networking in the profession
3. To support transition to modern audit management
4. To increase exposure of internal auditors to best practices
5. To achieve international standards in internal audit
6. To find a voice and gain influence

Links to Other ExCom and PEMPAL Members

The Internal Audit ExCom has taken on active roles within the PEMPAL organization by sitting on the Steering Committee and other events organized under PEMPAL framework. This benefits EC by raising its profile, by ensuring that activities have to be completed as they were planned, by influencing the development of the profession and making links with other EC of PEMPAL allowing the sharing of information and developing communication between all members of PEMPAL.

Membership

ExCom will complete its membership with people with the appropriate skills, qualifications and experience to deliver the requirements set out in EC activities plans. The membership will be renewed and improved continually in order to keep the EC fully active, efficient and with new ideas for the future.

Acknowledgements

We would like to express our thanks to the members of ExCom and representatives of WB, INWENT and CEF for their help and co-operation in the preparation of this document.

Mission

Mission of the IA COP is to provide support to the members of PEM-PAL countries in establishing an modern and effective Internal Audit service throughout the government sector that meets international and European Union standards and provides support for good governance in the public sector.

Objectives

Objectives that support the mission of the IA COP are:

- A. To maintain and develop a network of public expenditure management professionals within all COPs (Internal Audit, Budget and Treasury) in various governments in the Europe and Central Asia (ECA) region that these professionals can benchmark their PEM systems against one another and pursue opportunities for 'peer' learning and knowledge transfer

- B. To maintain and develop a network of internal audit professionals for public sector in various governments in the Europe and Central Asia (ECA) region that these professionals can benchmark their Internal audit systems against one another and pursue opportunities for 'peer' learning and knowledge transfer as well engage the IA COP members in activities that give them influence over the other COP agenda and useful information for their daily professional activities

- C. Effective communication in person and electronic among IA COP members

- D. Develop the Executive Committee leadership and self sustainability of IA COP as well good coordination with PEM-PAL Steering Committee and other Executive Committees

- E. Operate using Rules of procedures and with multiple budget resources

| # | Activity | Purpose of Activity | Preferred Timing | Expected Results | Total Budget Support (estimate) in USD (Invent from total) | Info for budgeting | | | Additional Information |
|---|--|---|------------------|--|--|---------------------|---------------------------------|------------|------------------------|
| | | | | | | WHERE | HOW MANY participants/countries | No of DAYS | |
| A. To maintain and develop a network of public expenditure management professionals within all COPs (Internal Audit, Budget and Treasury) in various governments in the Europe and Central Asia (ECA) region that these professionals can benchmark their PEM systems against one another and pursue opportunities for 'peer' learning and knowledge transfer | | | | | | | | | |
| A1 | PEM-PAL Plenary for all COPs (in connection with B3) | Learning from successes of other countries and experts, to share experiences with peers | January 2011 | Participants learn from theory, practical approaches and from successes of other participating countries in regard to the common topic of the Workshop: Managerial Accountability In the following they will be able to adjust their systems according to newest standards and enhance the reform agenda in IA | 21.000 (13.000) | ? | 42/21 | 1 | |
| Outcome for A. | | | | | | | | | |
| <ul style="list-style-type: none"> Contribution to improved overall PFM and PIFC systems in member countries | | | | | | | | | |
| B. To maintain and develop a network of internal audit professionals for public sector in various governments in the Europe and Central Asia (ECA) region that these professionals can benchmark their Internal audit systems against one another and pursue opportunities for 'peer' learning and knowledge transfer as well engage the IA COP members in activities that give them influence over the other COP agenda and useful information for their daily professional activities | | | | | | | | | |
| B1 | Topical workshop on IA Manual (including Executive | Follow up from previous plenary, research and discussion over IA Manuals in the PEM- | October 2010 | Participants share their manuals, learn about differences and similarities and develop a good practice IA manual that can be shared | 20.000 (10.000) | Istanbul/BI ed (SI) | 15/10 | 2 | |

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|----|--|--|---------------|--|--------------------|------------------------|-------|---|--|
| | Committee Meeting) | PAL countries | | amongst members | | | | | |
| B2 | Working Group Workshop on Training and certification | Follow up from previous workshop, development of curriculum & dissemination Discuss processes, legal setup and curriculum for a regional harmonized Training and Certification of Public sector internal auditors | October, 2010 | The group takes the next step in harmonization their T&C systems. Their learn from each other's successes and failures in setting up modern T&C Systems | 20.000 (10.000) | Istanbul/Bl ed (SI) | 10/5 | 2 | |
| B3 | Plenary CoP workshop (in connection with A1) | Learning from successes of other countries and experts, to share experiences with peers | January 2011 | Participants learn from theory, practical approaches and from successes of other participating countries in regard to the 3 main topics of the Workshop: (1) Training and Certification, (2) Internal Audit Manual. In the following they will be able to adjust their systems according to newest standards and enhance the reform agenda in IA | 42.000 (17.000) | ? | 42/21 | 2 | |
| B4 | Plenary CoP workshop | Learning from successes of other countries and experts, | October 2011 | Participants learn from theory, practical approaches and from successes of other | 63.000 (40.000) | ? | 42/21 | 3 | |

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|---|---------------------------|---|--|---|--------|-------|-------|---|--|
| | | to share experiences with peers | | participating countries in regard to the topics defined of the last (B3) Workshop: In the following they will be able to adjust their systems according to newest standards and enhance the reform agenda in IA | | | | | |
| B5 | Expand roaster of experts | To maintain the connection with experts in connection with IA COP objectives (IIA, EC, SIGMA, IA developed countries etc) | Continuous | | - | - | - | - | |
| | | | | | | | | | |
| Outcomes for B. | | | | | | | | | |
| <ul style="list-style-type: none"> No of target countries that have a legislative and regulatory base for internal audit No of target countries where majority of internal audit personnel certified based on the benchmarks developed in the IA COP (Training and Certification group) No of target countries where internal audit is operational for the majority of central government entities (measured by value of revenue/expenditure) No of target countries with positive external review or internal audit systems (EC, WB, SIGMA, etc) | | | | | | | | | |
| C. Effective communication in person and electronic among IA COP members and others | | | | | | | | | |
| C1 | VC (3x) | Discussions and preparation on upcoming events. Distribution of tasks, follow-up to past-events | Once every quarter of the year April, September, December | Materials for upcoming activities, action plans, minutes | 3,000 | n/a | | | |
| C2 | Study tour | On several topics | November- | Development of good practice | 20.000 | To be | 15/10 | 2 | |

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| | | Inspection to Audit, audit cases | December, 2010 | tools, materials, etc. | | determined | | | |
| C3 | PEM-PAL website | Regularly updated knowledge database for visibility of PEM-PAL | Continuous | | | ? | | | |
| C4 | IA COP Wiki page | Regularly updated knowledge database and share point for preparation of activities envisaged by Strategic plan | Continuous | | | 120 | | | |
| C5 | Up to date address list of the IA COP members | Maintenance of the valid list with all information of the PEM-PAL members | Continuous | | | | | | |
| C6 | Newsletter of IA COP activities | Summarised report on activities done planned by Strategy | Continuous | | | | | | |
| | | | | | | | | | |

Outcomes for C.

- No of documents used from pages as templates for development legislative and regulatory base for internal audit
- No of members being in regular communication and present on the activities
- No of feedback received on the available/sent documents to persons outside of IA COP

D. Develop the Executive Committee leadership and self sustainability of IA COP as well good coordination with PEM-PAL Steering Committee and other Executive Committees

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|----|-----------------------------|---|--------------|--|--------|---------------------|-----|---|--|
| D1 | Executive committee meeting | One day meeting following the Topical Workshop under No. 2, follow up from previous meeting, Coordination | October 2010 | Activities plan for the next period, prepared budget, Strategy | 10.000 | Ljubljana, Slovenia | 7/7 | 1 | |
|----|-----------------------------|---|--------------|--|--------|---------------------|-----|---|--|

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|--|------------------------------------|--|--|--|--|---------------------|--|--|--|
| | | of work, preparation of medium term plan of activities, strategy | | | | | | | |
| D2 | Steering committee meeting | | | | | | | | |
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| Outcomes for D. | | | | | | | | | |
| <ul style="list-style-type: none"> No of actions performed in the agreed deadlines from members as agreed on the meetings | | | | | | | | | |
| E. Operate using Rules of procedures and with multiple budget resources | | | | | | | | | |
| E1 | Cooperation with Secretariat (CEF) | | | | | | | | |
| | | | | | | | | | |
| Outcome for E. | | | | | | | | | |
| <ul style="list-style-type: none"> No of successfully executed activities according the plan and Rules of procedures, positive Audit report | | | | | | | | | |
| | TOTAL BUDGET (Inwent contribution) | | | | | 162.000 (75.000) | | | |