

# The IIA Standards: The IPPF Framework



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# IPPF: Authoritative Guidance for Internal Auditing Practitioners

The **International Professional Practices Framework (IPPF)** is the conceptual framework that organizes authoritative guidance promulgated by **The Institute of Internal Auditors – The IIA**

Established in 1941, The IIA is an international professional association with more than 180,000 member worldwide. It's universally acknowledged as the **trustworthy, global, guidance-setting body**, providing internal audit professionals worldwide with knowledge and methodologies

The scope of the IPPF is only authoritative guidance developed by an IIA international technical committee (International Internal Auditing Standards Board, Professional Issues Committee, Global Ethics Committee, and Public Sector Committee) following **appropriate due process**



# IA Standards and Guidance: A “Vision for the Future” Story

The Framework has been developed to organise the full range of internal audit guidance from IIA Global in an accessible way.

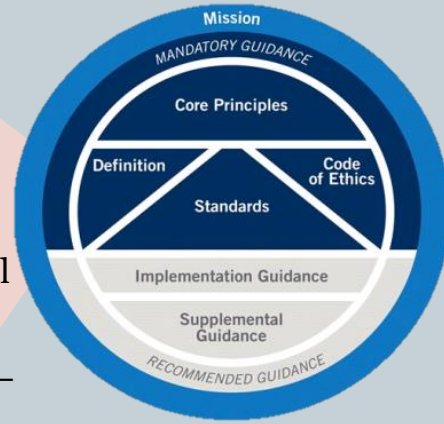


Code of Ethics - 1968

Standards - first issued 1978

Professional Practices Framework - 2000

International Professional Practices Framework – January 2009



**Vision for the Future** is a task force focused on reviewing the scope of the framework and increasing the transparency and flexibility of IIA guidance development, review, and issuance processes. The aim is assessing whether gaps existed between the evolving internal audit practices and the Standards, enhancing the guidance structure and development processes.

# The Framework for Internal Audit Effectiveness: The New IPPF

In July 2015, The IIA released a new IPPF to better support internal audit practitioners in fulfilling the profession's evolving role with an **insightful, proactive, and future-focused perspective**.

The Framework includes two types of guidance:

- 1. Mandatory guidance:** For IIA members compliance is required and is essential for the professional practice of internal auditing
- 2. Recommended guidance:** It describes practices for the effective implementation of mandatory guidance. Therefore, compliance is strongly recommended



International Professional  
Practices Framework



# Path to Internal Audit Effectiveness



What internal audit aspires to accomplish within an organization?

## MISSION

What do IAs try to achieve through their activity?



*“To enhance and protect **organizational value** by providing stakeholders with **risk-based, objective and reliable assurance, advice and insight.**”*

The Mission of Internal Audit describes internal audit’s primary purpose and overarching goal. Achievement of the mission is supported by the entire IPPF, including the mandatory elements of the Definition, Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, and Standards, as well as all recommended guidance.

### Assurance

An objective examination of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organization.

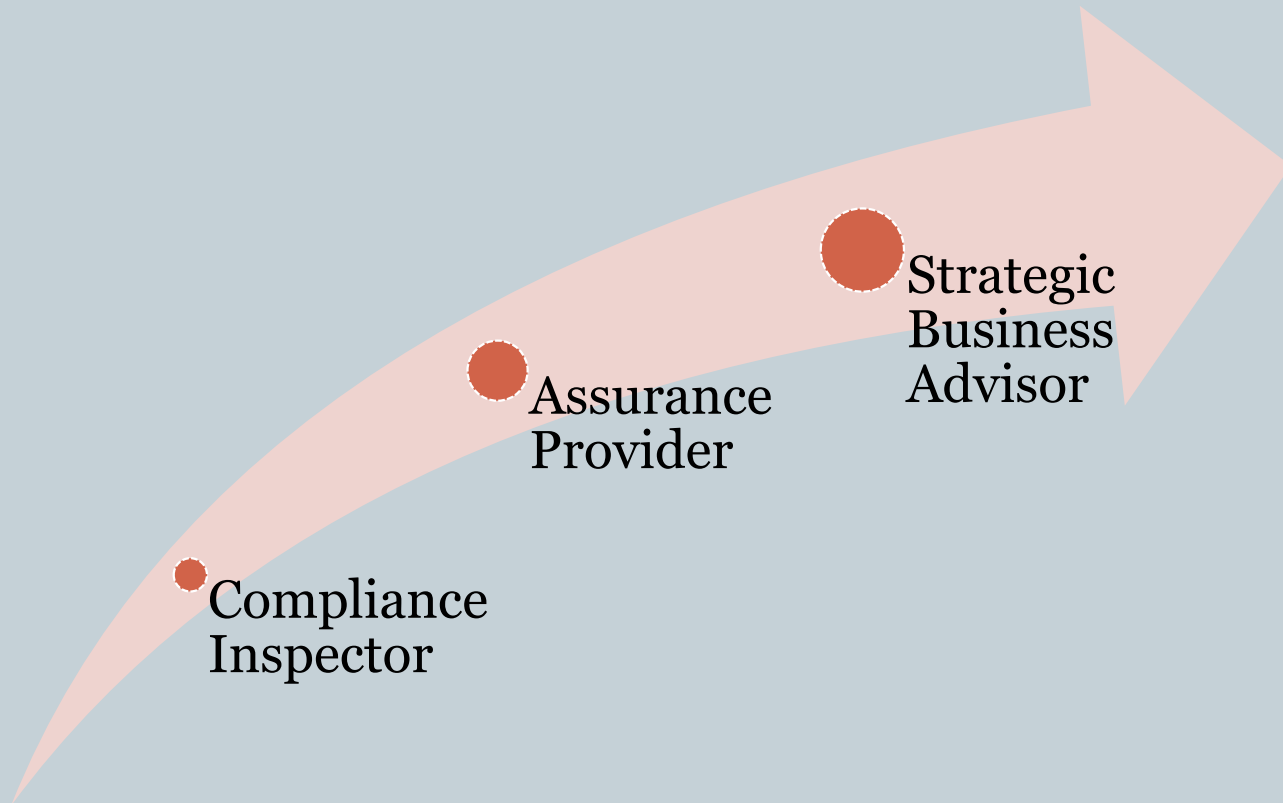
### Advice

Advisory, the nature and scope of which are agreed with the client, are intended to improve an organization's governance, risk management, and control processes without assuming management responsibility

### Insight

To be truly effective, IA should focus proactively on key risks and issues facing organizations with catalyst, analysis, assessments

# MISSION: A changing role



What internal audit is?

## DEFINITION

Which are IA nature of work and objects of evaluation?



*“Internal auditing is an independent, objective assurance and consulting activity designed to **add value** and improve an organization's operations. It helps an organization accomplish its objectives by bringing a **systematic, disciplined approach** to evaluate and improve the effectiveness of **risk management, control, and governance processes.**”*

The Definition of Internal Auditing states the fundamental **purpose, nature, and scope of internal auditing**



Which are the focal point for IA in order to be present and operating effectively?

## Core Principles

Which are the criteria in order to evaluate IA effectiveness?



### An Internal auditor is effective if

1. Demonstrates uncompromised **integrity**
2. Demonstrates **competence** and **due professional care**
3. Is **objective** and free from undue influence (**independent**)

Principles relate to the individual internal auditor and collectively to the internal audit activity

#### **8. Provides risk-based assurance**

9. Is insightful, **proactive**, and future-focused
10. Promotes **organizational improvement**

Principles relate to the outcomes or results of an internal audit activity

Input

Output

Process

4. **Aligns with the strategies, objectives, and risks of the organization**
5. Is **appropriately positioned** and **adequately resourced**
6. Demonstrates **quality** and **continuous improvement**
7. **Communicates effectively**

Principles relate to the internal audit activity and its processes

Failure to achieve any of the Principles would imply that an internal audit activity was not as effective as it could be in achieving internal audit's mission

# Provides RISK-BASED Assurance



There isn't a definition of risk based internal auditing (RBIA) provided by the IPPF... **WHY??**

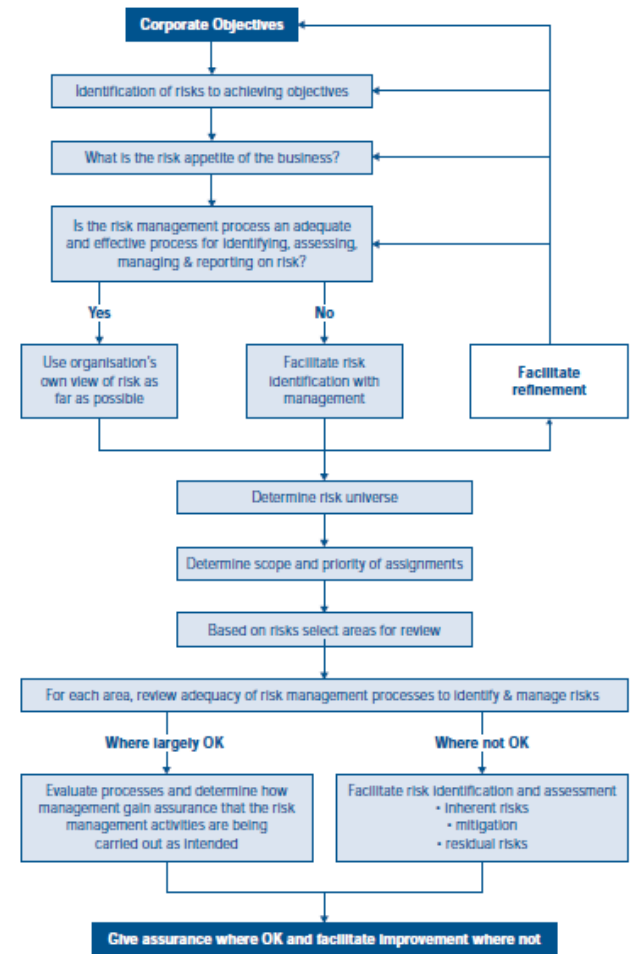
**RBIA is a methodology that links internal auditing to an organization's overall risk management framework.**  
*RBIA allows internal audit to provide assurance to the board that risk management processes are managing risks effectively, in relation to the risk appetite*  
 (Position Statement – IIA UK and Ireland)

Assessing  
risk  
maturity

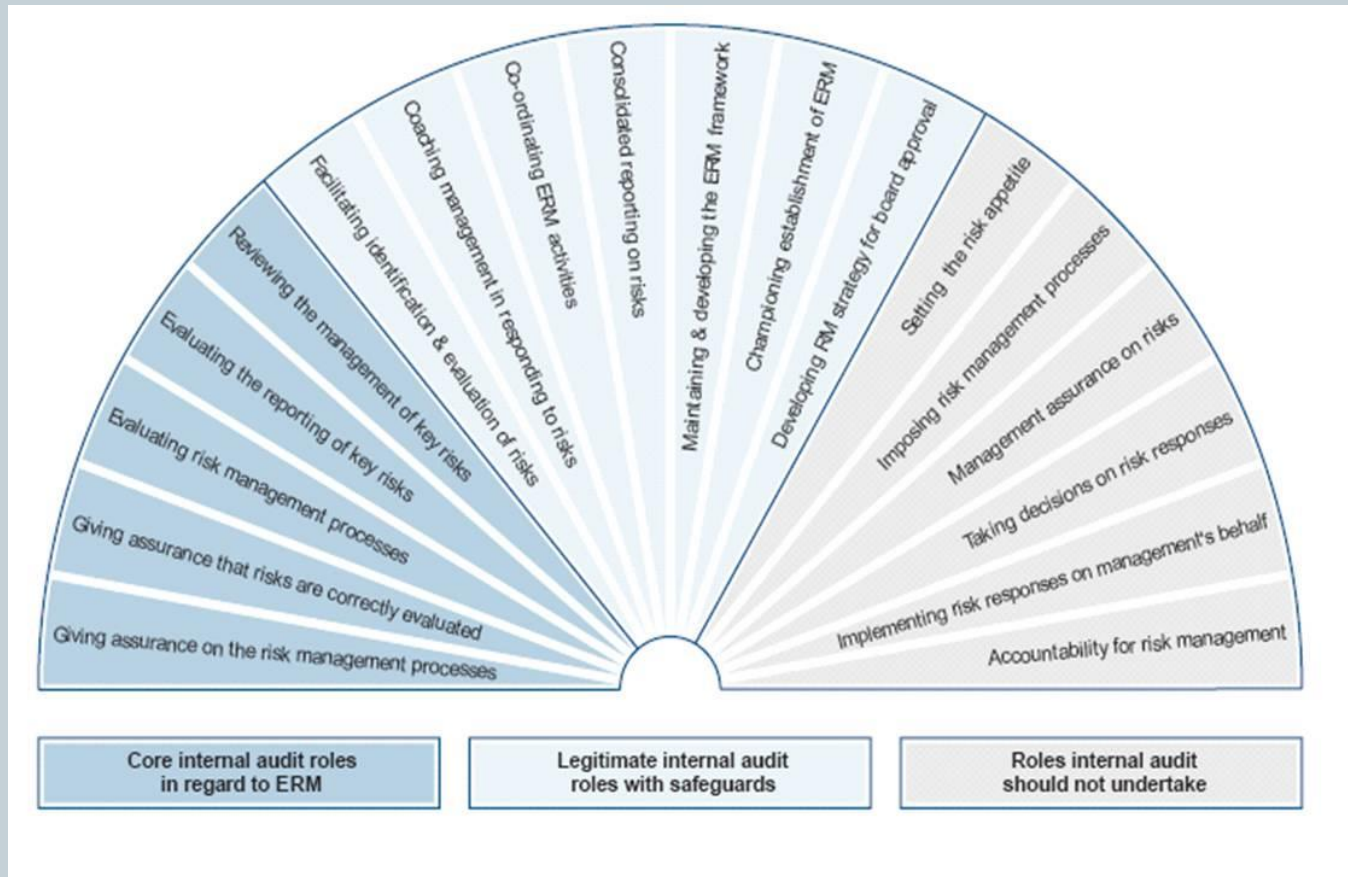
Periodic  
audit  
planning

Individual  
audit  
assignments

Risk Maturity	Key Characteristics	Internal Audit Approach
<b>Risk Naive</b>	No formal approach developed for risk management	Promote risk management and rely on audit risk assessment
<b>Risk Aware</b>	Scattered silo based approach to risk management	Promote enterprise-wide approach to risk management and rely on audit risk assessment
<b>Risk Defined</b>	Strategy and policies in place and communicated. Risk appetite defined	Facilitate risk management/liaise with risk management and use management assessment of risk where appropriate
<b>Risk Managed</b>	Enterprise wide approach to risk management developed and communicated	Audit risk management processes and use management assessment of risk as appropriate
<b>Risk Enabled</b>	Risk management and internal control fully embedded into the operations	Audit risk management processes and use management assessment of risks as appropriate



# Provides RISK-BASED Assurance



Which are the minimum requirements for conduct?

## Code of Ethics



Which are behavioral expectations rather than specific activities?

### 4 PRINCIPLES

- **Integrity**

- The integrity of internal auditors establishes trust and thus provides the basis for reliance on their judgment

- **Objectivity**

- Internal auditors exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors make a balanced assessment of all the relevant circumstances and are not unduly influenced by their own interests or by others in forming judgments.

- **Confidentiality**

- Internal auditors respect the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so.

- **Competency**

- Internal auditors apply the knowledge, skills, and experience needed in the performance of internal auditing services.

### 12 RULES

Honesty, Diligence, Responsibility  
Compliance      No illegal acts  
Respect of company ethical value

No operational responsibilities  
Avoid any pressures  
Conflicts of Interest Disclosure

Prudence  
Correct use of info

Knowledge, skills, and experience  
Compliance with IPPF  
QAIP

Which are the Attributes of organizations and individuals performing internal audit services?

# International Standards

Which are the criteria against which the performance of IA services can be measured?



*International Standards for the Professional Practice of Internal Auditing (Standards) provide a framework of **principle-focused criteria** for performing and promoting internal auditing.*

Mandatory requirements consisting of:

- **Statements** of basic requirements for professional practice of internal auditing
- **Interpretations** which clarify terms or concepts within the Statements.
- **Glossary**

Attribute *Standards* address the characteristics of organizations and parties performing internal audit activities

## ATTRIBUTE

- Purpose, Authority, and Responsibility
- Independence and Objectivity
- Proficiency and Due Professional Care
- Quality Assurance.

Performance *Standards* describe the nature of internal audit activities and provide criteria for performance evaluation

## PERFORMANCE

- Managing Internal Auditing Activity
- Nature of Work
- Engagement Planning
- Performing the Engagement
- Communicating Results
- Monitoring Progress
- Management's Acceptance of Risks

How to implement the Mandatory Guidance?

## Recommended Guidance

How to conduct the activity in compliance with the Standards?



Recommended guidance is endorsed by The IIA through a formal approval process. It describes **practices for effective implementation** of The IIA's Core Principles, Definition of Internal Auditing, Code of Ethics, and Standards  
The recommended elements of the IPPF are:

### Practice Advisories / Implementation Guidance

Address approach, methodology and considerations, but NOT detailed processes and procedures.

Concise and timely guidance to assist internal auditors in applying Code of Ethics and Standards and promoting good practices. Includes practices relating to: international, country, or industry specific issues; specific types of engagements; and legal or regulatory issues

Implementation Guidance/Practice Advisories - Recommended Guidance (Dic 2015)

Ref #	Implementation Guide/Practice Advisory	Date
IG1000	<a href="#">NEW! IG1000: Purpose, Authority, and Responsibility</a> (Supersedes: PA1000-1 Internal Audit Charter)	July 2015
1110-1	<a href="#">Organizational Independence</a>	January 2009
1111-1	<a href="#">Board Interaction</a>	January 2009
1120-1	<a href="#">Individual Objectivity</a>	January 2009
1130-1	<a href="#">Impairment to Independence or Objectivity</a>	January 2009
1130.A1-1	<a href="#">Assessing Operations for Which Internal Auditors Were Previously Responsible</a>	January 2009

### Supplemental Guidance (Practice Guides)

Detailed guidance for conducting internal audit activities. Includes detailed processes and procedures, such as tools and techniques, programs, and step-by-step approaches, including examples of deliverables.

**17 Global Technology Audit Guides (GTAG)**  
related to information technology (IT) management, control, and security.

**3 Guide on the assessment of IT Risk (GAIT)**  
address a specific aspect of IT risk and control assessment

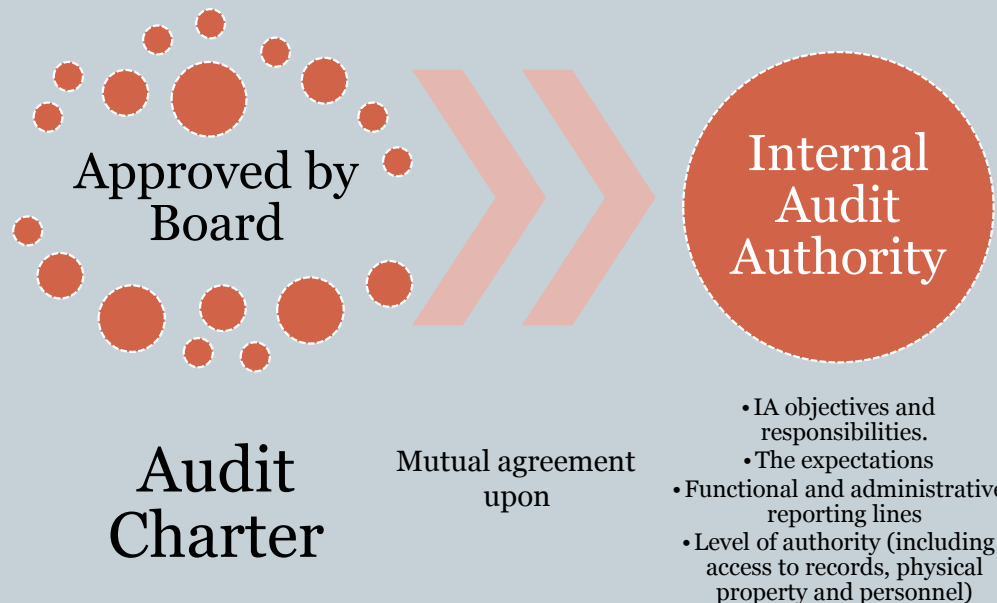
**23 Additional Practice Guides**  
Provides detailed guidance for conducting internal audit activities, including processes and procedures, tools and techniques, programs, step-by-step approaches, and examples of deliverables

# Attribute Standards

## 1000 – Purpose, Authority, and Responsibility



*The **purpose, authority, and responsibility** of the internal audit activity must be formally defined in an internal **audit charter**, consistent with the Definition of Internal Auditing, the Code of Ethics, and the Standards. The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval.*

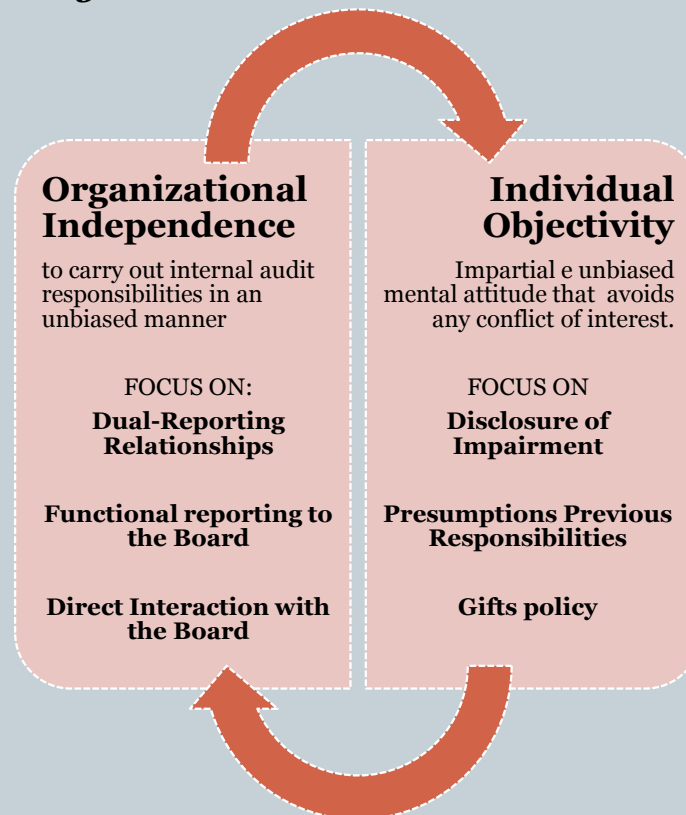


# Attribute Standards

## 1100 – Independence and Objectivity



*The internal audit activity must be **independent**, and internal auditors must be **objective** in performing their work.*





# Attribute Standards

## 1200 – Proficiency and Due Professional Care



*Engagements must be performed with **proficiency** and **due professional care**.*



- internal audit standards, procedures, and techniques / accounting principles and techniques / indicators of fraud.
  - key information technology risks and controls
  - an understanding of management principles / an appreciation of accounting, economics, commercial law, taxation, finance, quantitative methods, information technology, risk management, and fraud.
  - skills in dealing with people / in oral and written communications
- OR
- **competent advice and assistance**

- Extent of work needed to achieve the engagement's objectives
  - Relative complexity, materiality, or significance of matters
- Adequacy and effectiveness of governance, risk management, and control processes;
- Probability of significant errors, fraud, or noncompliance; and
  - Cost of assurance in relation to potential benefits

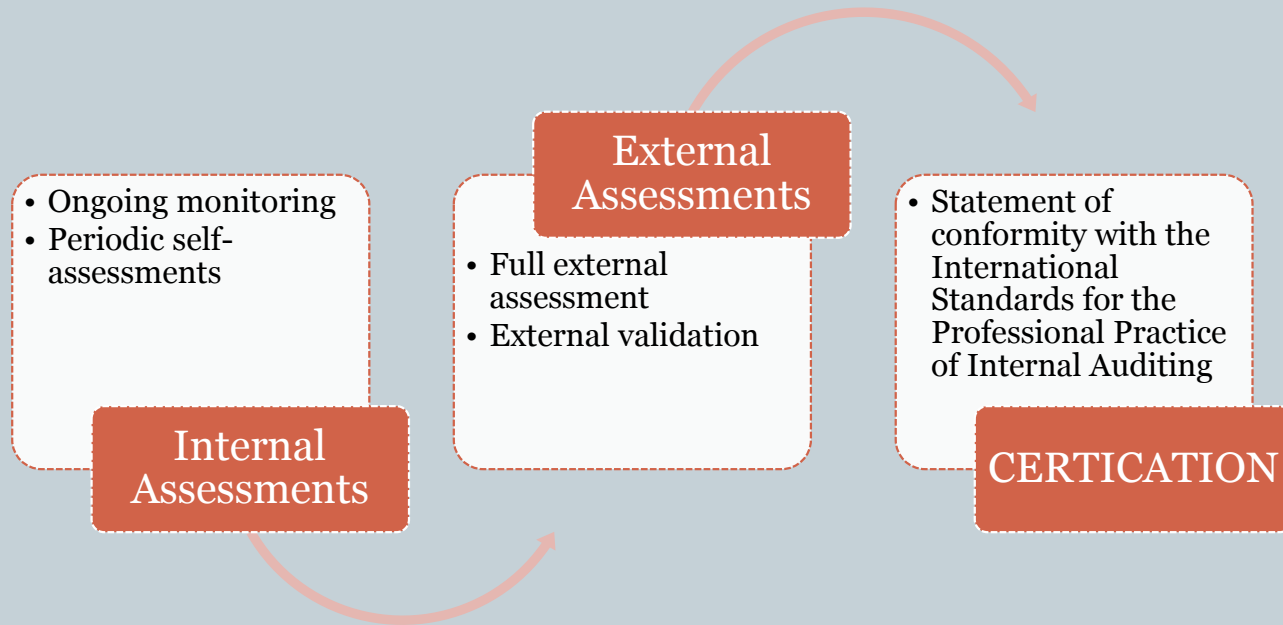
 **Continuing Professional Development** 

# Attribute Standards

## 1300 – Proficiency and Due Professional Care



*The chief audit executive must develop and maintain a **quality assurance and improvement program** that covers all aspects of the internal audit activity.*

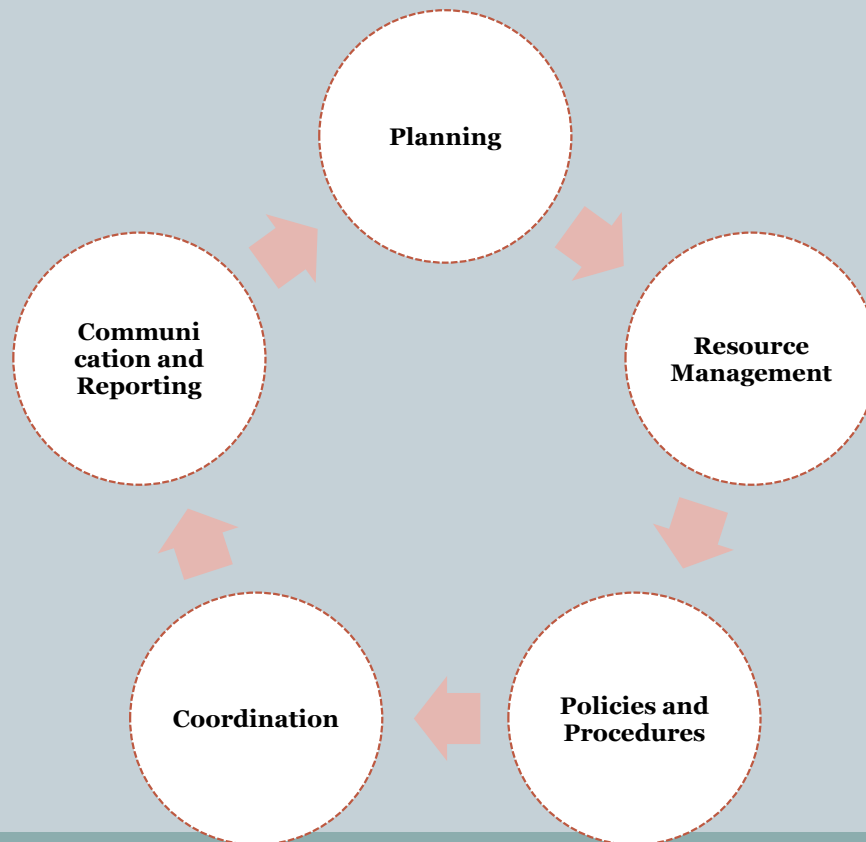


# Performance Standards

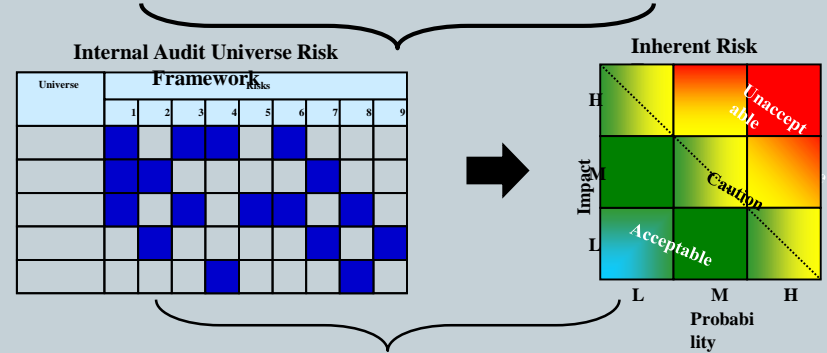
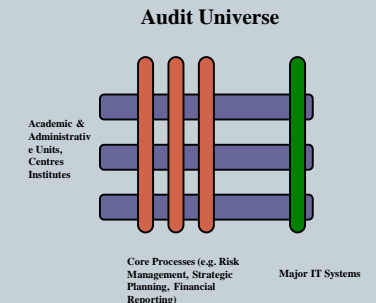
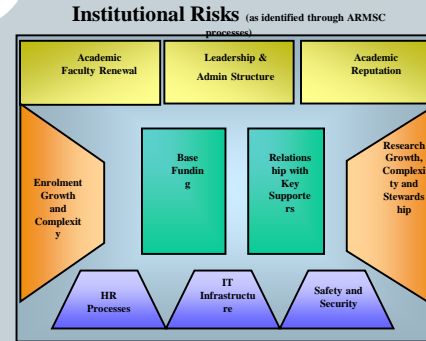
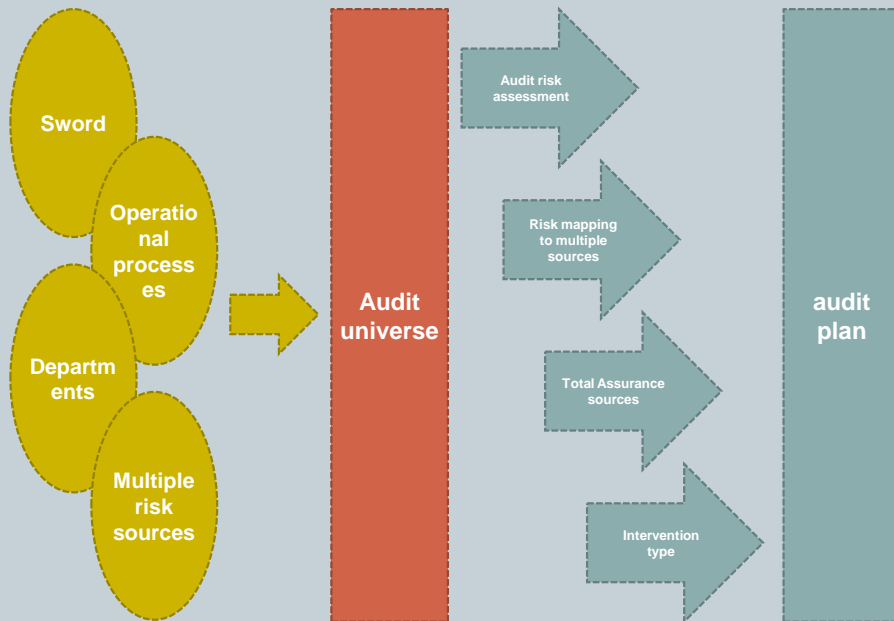
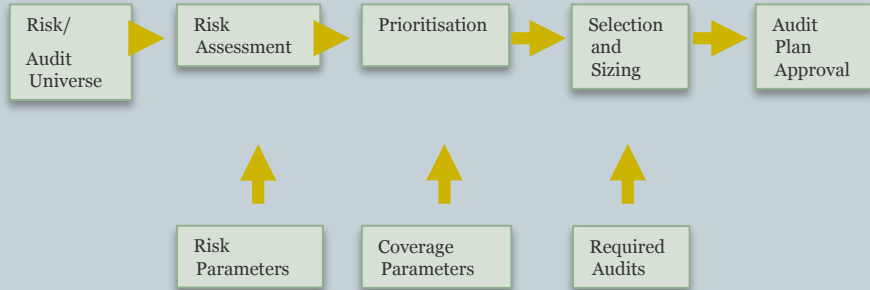
## 2000 – Managing the Internal Audit Activity



*The chief audit executive **must effectively manage the internal audit activity** to ensure it adds value to the organization.*



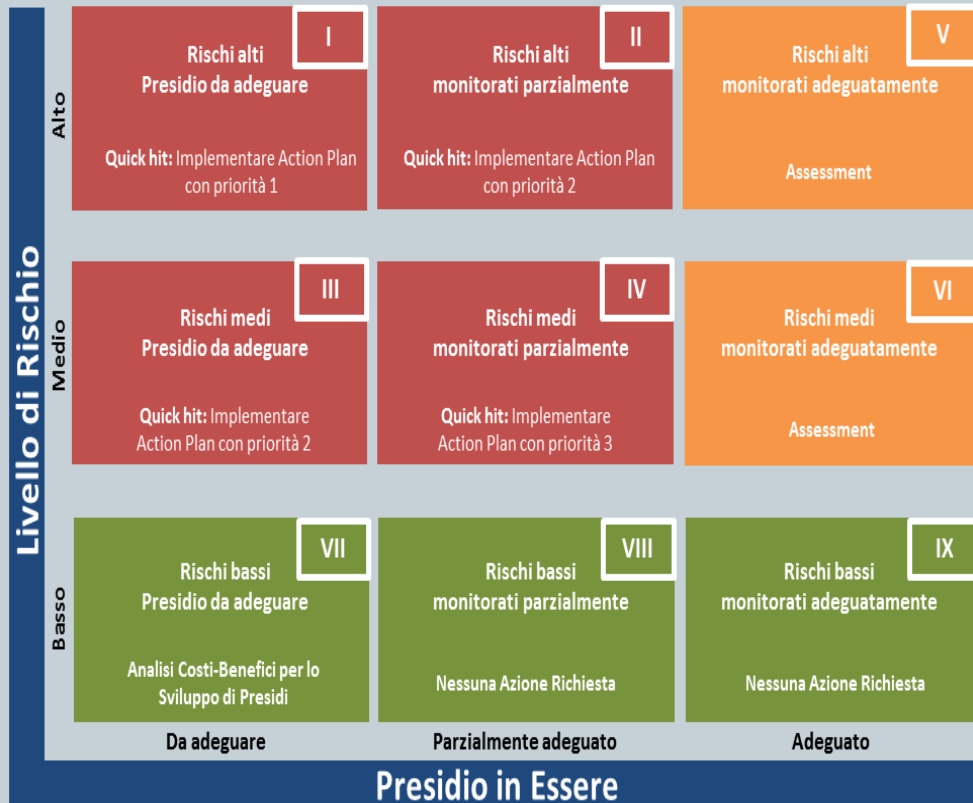
# Planning



**Risk-Based Internal Audit Plan**

Projects	Description	Type	Priority	Timing	Level of Effort
Project 1	Scope and Objective	Audit - Assurance	High	Quarter / Year	Hours
Project 2	Scope and Objective	Audit - Assurance	High	Quarter / Year	Hours
Project 3	Scope and Objective	Audit - Consulting	Medium	Quarter / Year	Hours
Project 4	Scope and Objective	Audit - Assurance	Low	Quarter / Year	Hours

# Planning



## Priorità di intervento

### Quick hit – Aree di miglioramento

Per i rischi alti e medi non adeguatamente monitorati occorre implementare dei presidi atti a ridurre il rischio individuato ad un livello accettabile (I, II, III, IV).

### Audit

Per i rischi alti e medi adeguatamente presidiati occorre avviare un'attività di verifica dell'operatività dei presidi individuati (V, VI).

### Analisi Costi Benefici

Per i rischi bassi non adeguatamente monitorati occorre avviare un'analisi costi benefici valutata dal Top Management (VII).

# Performance Standards

## 2100 – Nature of Work



*The internal audit activity must evaluate and contribute to the improvement of **governance, risk management, and control processes** using a systematic and disciplined approach*

### Governance

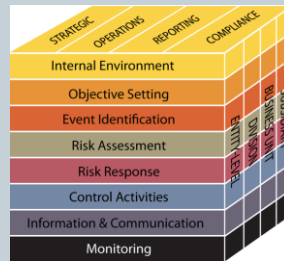
Combination of processes and structures implemented by the board to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives



- ✓ Ethical principles and values?
- ✓ Efficient organization and accountability?
- ✓ Information & communication on risks and controls?
- ✓ Coordination and information flows between Key Governance Actors?

### Risk Management

Process, effected by board, management and other personnel, applied in strategy setting and across the enterprise, designed to identify potential events that may affect the entity, and manage risk to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives.



- ✓ Identification of objectives in line with mission?
- ✓ Evaluation of significant risks??
- ✓ Selection of risk response in line with risk appetite?
- ✓ Risk reporting?

### Control

Process, effected by an board, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting, and compliance



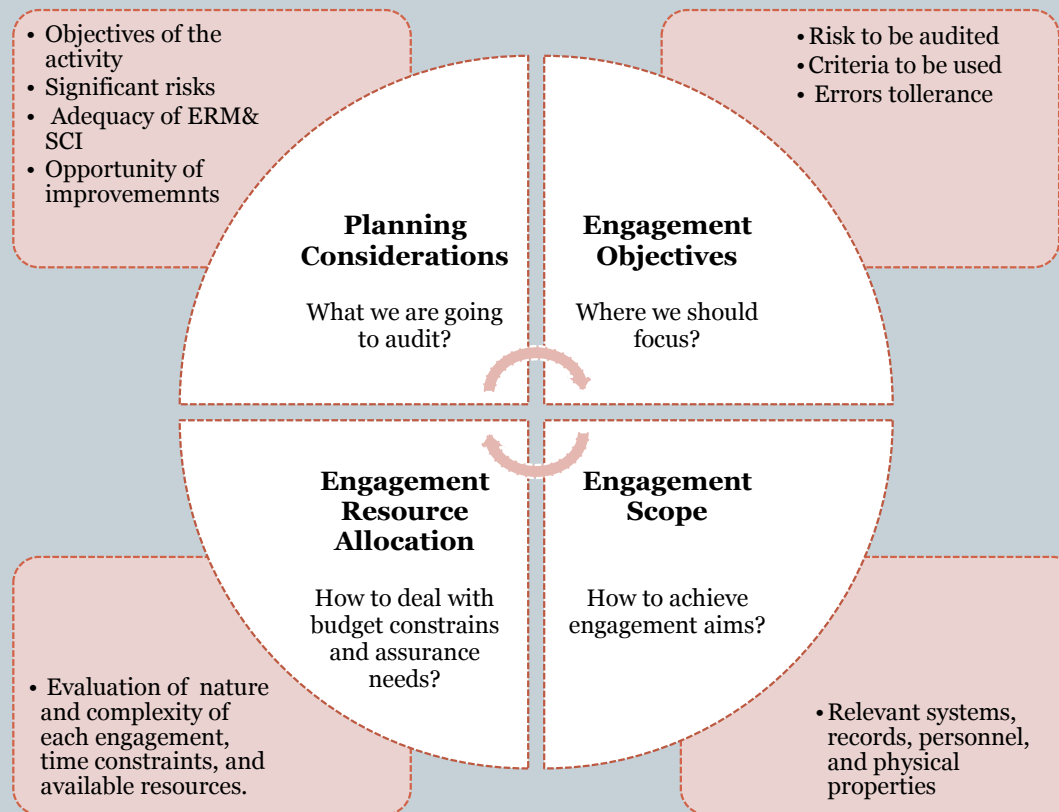
- ✓ Controls proportionated to risks?
- ✓ Controls in line with risk tolerance and acceptance?
- ✓ Reasonable assurance of achieving the objectives (strategic; reliability and integrity of information; effectiveness and efficiency of operations; Safeguard the assets; Compliance)?

# Performance Standards

## 2200 – Engagement Planning



*Internal auditors must develop and document a plan for each engagement, including the **engagement's objectives, scope, timing, and resource allocations***

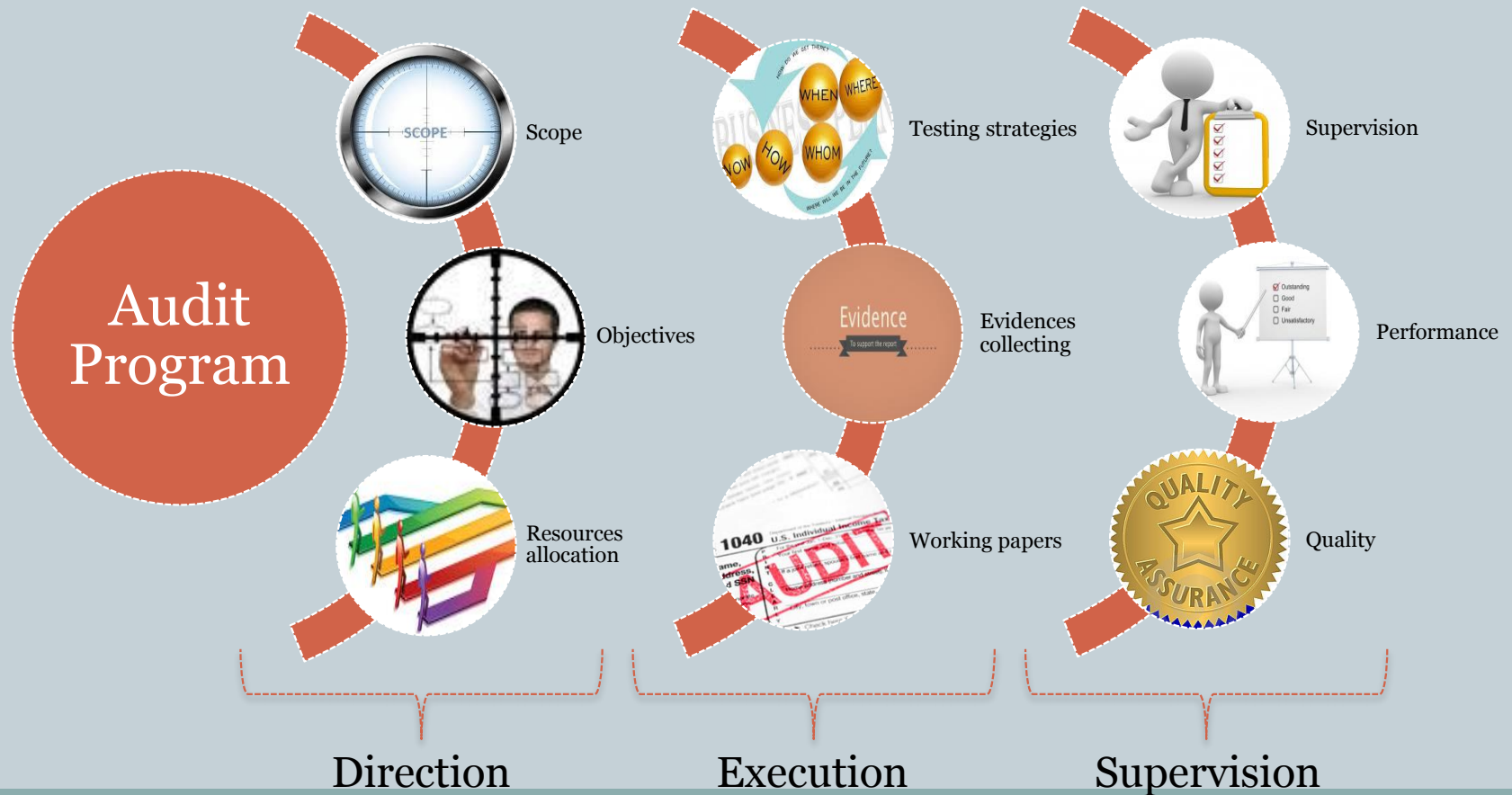


# Performance Standards

## 2240 – Engagement Work Program



Internal auditors must **develop** and **document** work programs that achieve the engagement objectives.





# Performance Standards

## 2300 – Performing the Engagement



Internal auditors must **identify, analyze, evaluate, and document sufficient information** to achieve the engagement's objectives.

### Identifying Information

Sufficient

Reliable

Relevant

Useful

### Analysis and Evaluation

Data Analytics &  
Continuous Auditing

Detailed testin and  
Walthrough

Analytical procedures

Root cause analysis

### Documenting Information

Relevant information to support the conclusions and engagement results

# Performance Standards

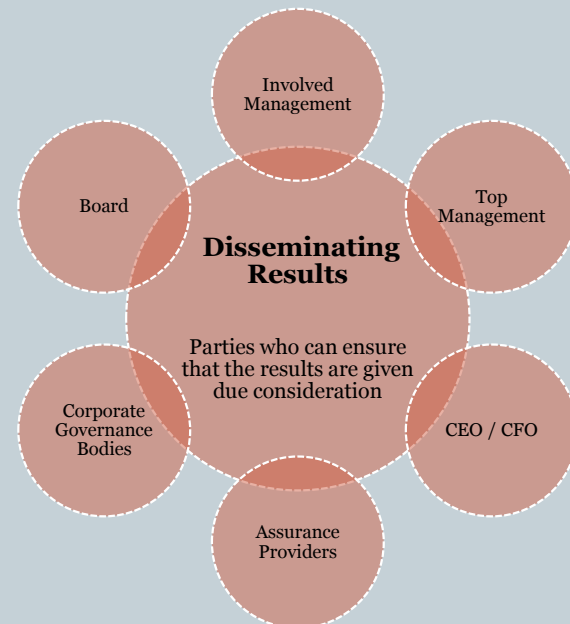
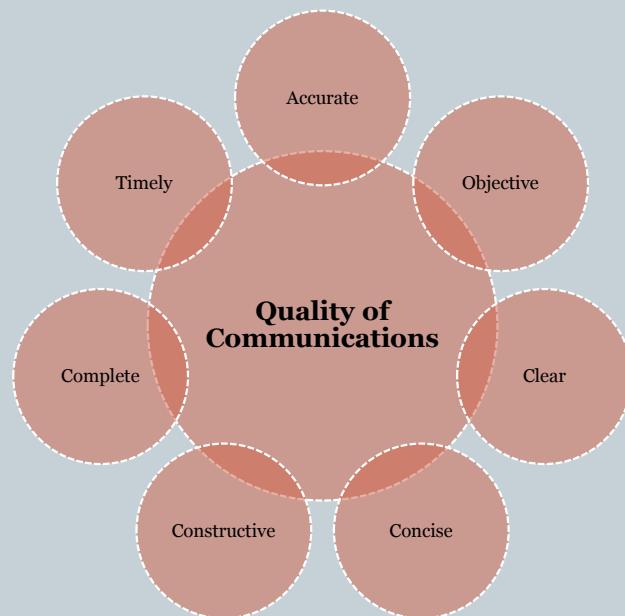
## 2400 – Communicating Results



*Internal auditors **must communicate** the results of engagements.*

Observations and recommendations are based on the following attributes:

- ✓ **Criteria:** The standards, measures, or expectations used in making an evaluation and/or verification TO BE
- ✓ **Condition:** The factual evidence that the internal auditor found in the course of the examination AS IS
- ✓ **Cause:** The reason for the difference between expected and actual conditions.
- ✓ **Effect:** The risk or exposure the organization and/or others encounter because of the gaps (the impact of the difference)
- ✓ **Recommendations:** based on the cause



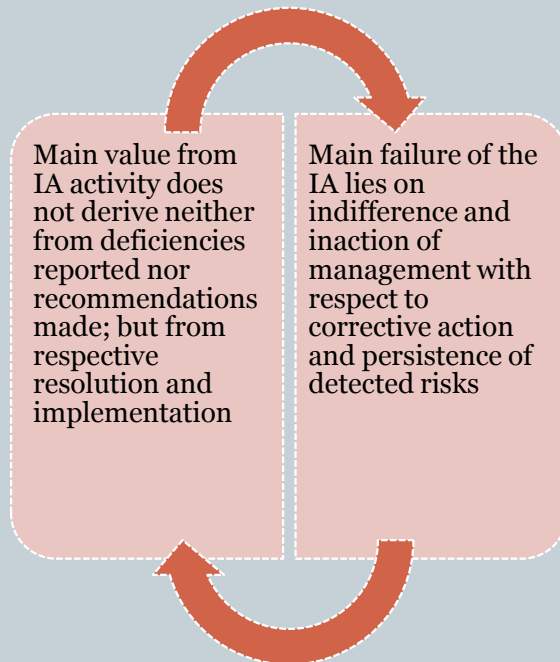
# Performance Standards

## 2500 – Monitoring Progress



*The chief audit executive must establish and maintain a system to **monitor the disposition of results** communicated to management.*

**The implementation status of recommendations is the barometer of reputation of Internal Audit**



**Added value, Effectiveness and Reputation should be measured not statically, on the amount of audits, but dynamically considering the improvements accomplished**



# Performance Standards

## 2600 - Communicating the Acceptance of Risks



*When the chief audit executive concludes that management has accepted a level of risk that may be unacceptable to the organization, the chief audit executive must discuss the matter with senior management. If the chief audit executive determines that the matter has not been resolved, the chief audit executive must communicate the matter to the board.*

**IT IS NOT THE RESPONSIBILITY OF THE CHIEF AUDIT  
EXECUTIVE TO RESOLVE THE RISK**

# Audit Charter and Internal Audit Manual: Case Study



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# Audit Charter Purpose

## Audit Charter Must

Define the position of IA into the organization

Indicate the extent of Internal Auditing activities

Allow unconditional access to the data, people, information and assets, whenever this is needed for Internal Audit activity

# Audit Charter: main of Independence and Objectivity



## INTERNAL AUDITING MUST BE INDEPENDENT

*Independence allows Internal Auditor to formulate an unbiased and objective opinion*

**Independence**

## INTERNAL AUDITOR ARE INDEPENDENT WHEN MAY CARRY OUT THEIR RESPONSABILITIES WITHOUT TIES

*Adequate organizational position and objectivity of Internal Auditor resulting from proficiency and due professional care are prerequisite of independence.*

**Objectivity**

## INDEPENDENCE IS ASSURED WHEN INTERNAL AUDIT REFERS FUNCTIONALLY TO THE BOARD

*The Board approves the audit charter*

**Charter**

# Audit Charter: Minimum Content



## Elements of Audit Charter

### INTERNAL AUDIT

- ✓ VISION
- ✓ MISSION
- ✓ DEFINITION
- ✓ SCOPE
- ✓ POSITION AND ROLE



# Audit Charter: Vision and Mission



## **Vision**

Long Term Objectives

*Raise awareness of the risks and controls throughout the organization and promote company's values.*

## **Mission**

Ultimate Reason of  
Internal Audit Activity

*Review the adequacy of the internal control and risk management system, its functioning and effectiveness, providing a reasonable assurance to Corporate and Control Bodies and to Top Management*

# Audit Charter: Definition and Scope



## **Definition**

### Nature of work

*Internal Auditing is an independent and objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the organization. It assists the organization in accomplishing its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of the organization's governance, risk management, internal control*

## **Scope**

### Responsabilità and Authority

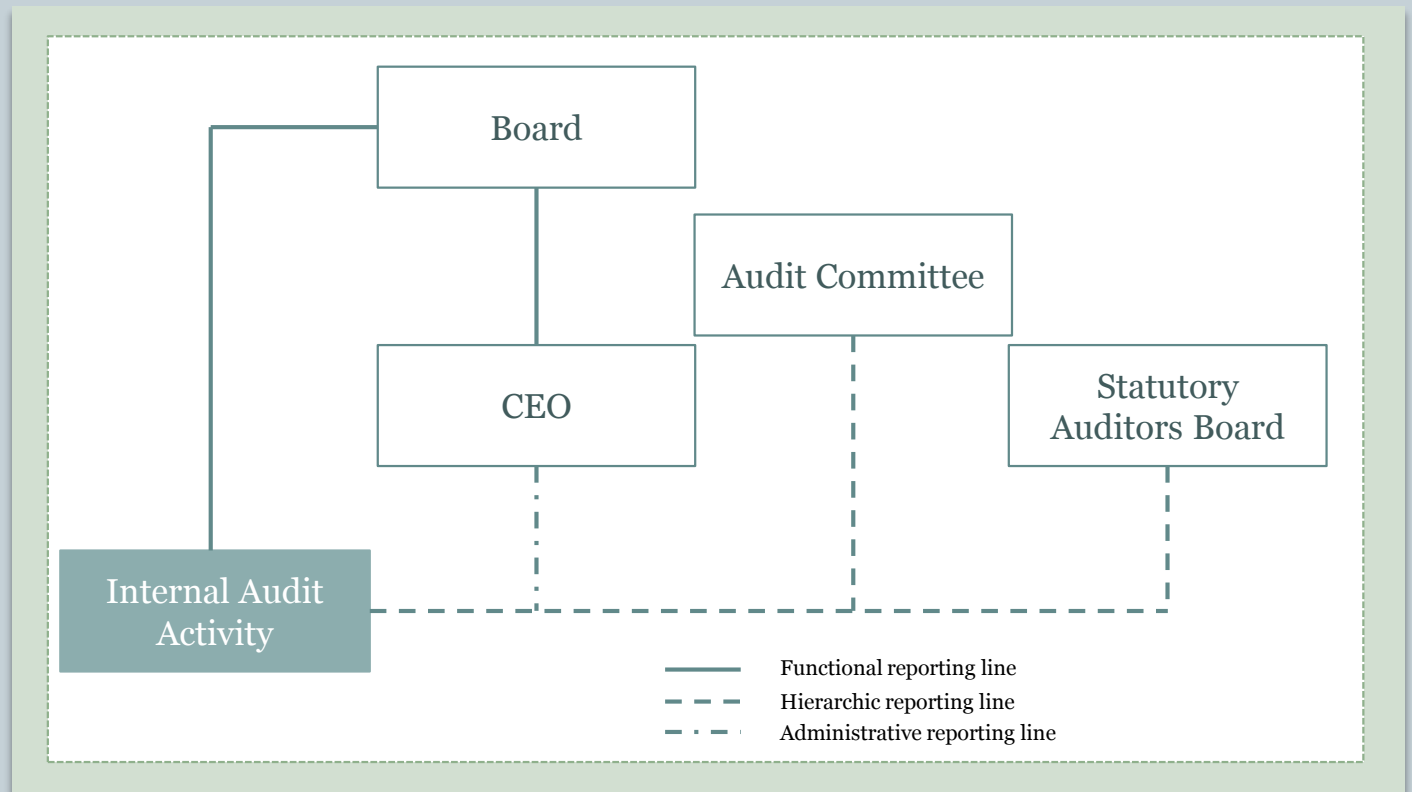
*The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the organization's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives.*

*The internal audit activity, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all of organization records, physical properties, and personnel pertinent to carrying out any engagement. All employees are requested to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Board*

# Audit Charter: Position



## **Position**



# Internal Audit Manual



## 2040 – Policies and Procedures

*«The chief audit executive must establish policies and procedures to guide the internal audit activity»*

The form and content of policies and procedures are dependent upon the size and structure of the internal audit activity and the complexity of its work:

*A small internal audit activity may be managed informally. Its audit staff may be directed and controlled through daily, close supervision and memoranda that state policies and procedures to be followed.*

*In a large internal audit activity, more formal and comprehensive policies and procedures are essential to guide the internal audit staff in the execution of the internal audit plan.*

# IA Manual Objectives



Establishing uniform criteria for internal control and risk management evaluation

Standardizing operating activities and practices regarding Internal Control System

**NEEDS**

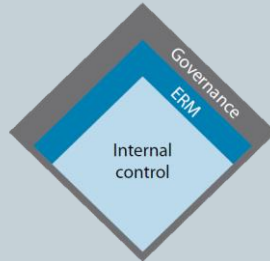
Supporting a continuous improvement of methodologies and practices

Optimizing efficiency and productivity of Internal Audit Activity

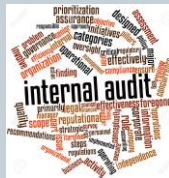
# IA Manual Content



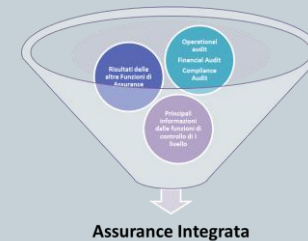
1. Risk Management and Internal Control Frameworks
4. Audit Process



2. Internal audit organization, position and role



5. Communication and reporting



3. Audit Planning



6. Quality Assurance and Improvement Program



7. Human Resource Management

