

# **Governance of Assurance Activities**

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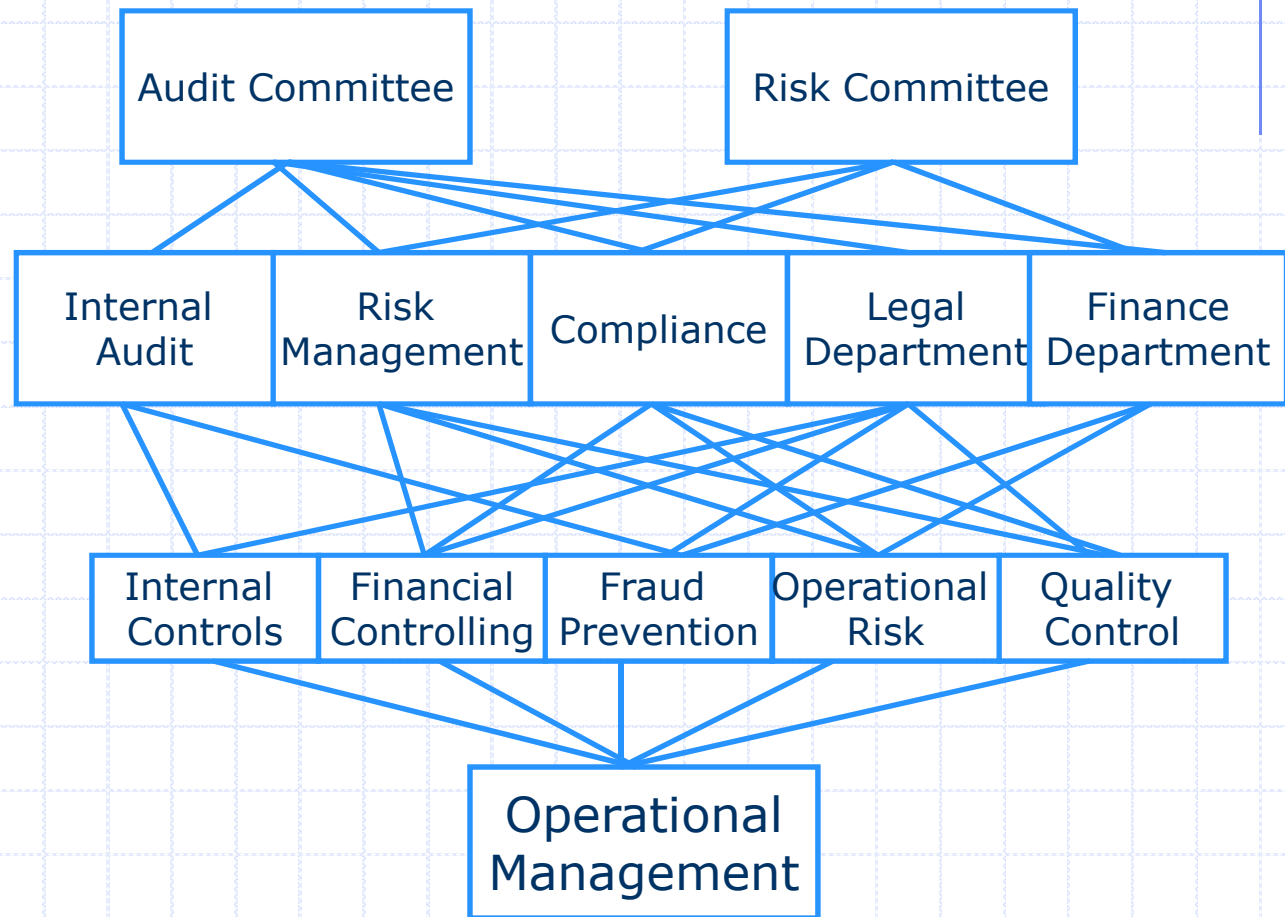
## Background (i)

Increase of:

- challenges to provide assurance to stakeholders
- regulatory demand and sanctions
- cost related to assurance activities
- number of internal and external stakeholders and/or beneficiaries
- competition between assurance activities

## Background (ii)

Common  
situation  
is:



**Scheme has only illustrative purpose**

## Background (iii)

“Assurance Activities”:

Google: 1st page refers only to “Quality Assurance”

OECD: compliance assurance activities

Consultants: e.g. E&Y survey 2010 (The Multi-Billion Dollar Black Hole) refers to GRC activities

IIA: Standard 2050 “Coordination”

AICPA: covers widest range of Assurance Activities

Background (iv)

Question:

What is ROI of assurance services  
and how do we assure  
that it is higher than expected?

## Business Case (i)

Governance of Assurance Activities is at least related to:



## Business Case (ii)

Quality Assurance  
Regulatory Reporting  
Financial Reporting  
Internal Controls  
Whistleblowing  
Compliance  
Controlling  
Risk Management  
Internal Audit  
External Audit

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Strategy  
Process  
Technology  
Organisation  
Facilities

# Audit Committee



### **Business case (iii)**

Typical bottlenecks:

Expectations are not clear

Sponsor is missing

Vision is missing or is incomplete

Synergy or integration is small

“We (auditors) are something special”

External auditor not covered

## Way Forward (i)

Identify well working, weak or missing parts

Customise fully covered “to be” situation

Assure your mandate

Do not wait for fast change

Concentrate to key influences

Involve Audit Committee

Assess, improve and run  
a value chain

## Way Forward (ii)

Assurance value chain, Internal Control Model, Alignment of Assurance Services and Management, providing systematic assurance, doing your job well, creating a value ...



# Thank You!

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