Greece-OECD Project: Technical Support on Anti-Corruption

Training Programme on Internal Audit – Workbook for Trainees
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**About the Greece-OECD Project**

The Greek government is prioritising the fight against corruption and bribery and, with the assistance of the European institutions, is committed to taking immediate action. Under the responsibility of the General Secretariat Against Corruption, Greece’s National Anti-Corruption Action Plan (NACAP) identifies key areas of reform and provides for a detailed action plan towards strengthening integrity and fighting corruption and bribery.

The OECD, together with Greece and the European Commission, has developed support activities for implementing the NACAP. This project is scheduled for completion in 2018 and is co-funded by the European Commission and Greece. For further information, please see [the project webpage](#).
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Methodology of preparation of the material for the Training Programme:

The Training Package includes the following components: a) Training Strategy, b) Trainers’ Manual, c) Preparatory letter for the trainees, and d) Trainees’ Workbook. These were drafted according to the relevant terms of reference and the five key deliverables-tools developed in the framework of the cooperation between GSAC and OECD on internal audit. The following officials/experts from organisations of the public and the broader public sector were actively involved (participation in focus groups, submission of written observations and proposals for improving the material etc.) in reviewing and commenting the drafts.

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- Stamatis Theocharis, Head of the IAU, Ministry of the Interior
- Vasiliki Kalliakosta, Head of the IAU MEA, Ministry of Rural Development and Food
- Kostas Linardatos, Internal Auditor, Hellenic Aerospace Industry S.A.
- Konstantina Meggeni, Head of the IAU, Ministry of Culture and Sport
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Introduction

The Greek Government has as its main priority to strengthen integrity and accountability as key pillars in the fight against corruption. Under the responsibility of the General Secretariat Against Corruption (GSAC), the Greek National Action Plan for Combating Corruption (NACAP) identifies key areas in need of reform and provides a detailed action plan with the aim of strengthening prevention, deterrence, detection and repression of corruption.

The OECD in cooperation with Greek government implemented jointly with the General Secretariat Against Corruption (GSAC), from September 2016 to January 2018, a Project of Technical Support for Combating Corruption, with the support of the European Commission. The objective of this project is to enhance integrity, transparency and accountability in the public sector, through the implementation of the National Action Plan for Combating Corruption in Greece.

The first of the ten components of the project contains concrete initiatives for the modernisation of the internal audit function within the Greek administration, providing practical tools to support the creation of a modern and efficient internal audit function and the application of standard audit procedures in all public institutions. Under those actions, have developed the following tools:

a) Technical Report: Mapping and Gap Analysis
b) Terms of Reference: Electronic Platform for Corruption Control, Risk Assessment and Planning of Audits
c) Roadmap for Implementation: Three-year initiative to modernise and strengthen the Internal Audit in the Greek Public Administration
d) Internal Audit Manual
e) Core Control Audit Programme
f) Training Programme on Internal Audit

The Training Programme aims at providing public officials with knowledge on internal audit, whether they are already working in the Internal Audit Units, or is likely to work in the future. Moreover, the programmes is also intended for public officials working in support and operational organisational units and are interested in better understanding the main features and the added value of the internal audit in the effectiveness of the daily operations of public organisations. The objective of this programme is to build the foundations of a sustainable training exercise providing the trainees with a holistic overview of the knowledge and the capacities that an internal auditor has to possess executing the relevant tasks.
This “Workbook for the Trainees” consists of four (4) chapters, of which the first two present the main features and objectives of the programme, the third section describes briefly the content and educational objectives of the eleven (11) modules that are elaborated in the relevant slides which are the backbone of the five-days programme and which constitute the fourth chapter.

The trainees will also receive the full set of the above mentioned five documents/tools before the start of the education programme to better prepare and familiarise themselves with the thematic modules of the programme.
Chapter 1

Basic elements of adult education

This training course is considered informal adult education, and fits in the broader field of life-long education and learning from the mid-1990s. Training activities fitting into this approach are used to help individuals understand social and cultural change and adapt to changing circumstances of the knowledge society, as well as to train individuals in their respective working sector, to help them enrich their personal life and to facilitate the democratisation of society. The term refers to any educational process involving adults, both in terms of general knowledge as well as professionally. This terminology also implies that the training is not completed at any stage of life and that education for adults can effectively start during the period of initial training and, for some people, continue in areas after compulsory education.

The educational approach to be followed will:

1. be focusing and emphasising in:
   - experiential education and interaction
   - the management of any defence mechanisms and resistance to change, so that the trainee can embrace new methodologies and techniques of audit, but also to redefine existing knowledge and to make the best use of the range of his/her experience and skills.

2. invest in groups and people and encourage learners to “invest” in themselves, while fostering critical thinking, collaboration and communication

3. be based on modern audit techniques and methodologies with a view to streamlining procedures, improving the quality and creating value.

In light of the above and in the context of the training programme, the following steps shall be performed for the educational process:

1. Provision of training material to trainers and trainees on the basis of the material drawn up within the framework of the OECD programme: Technical Assistance for the Fight against Corruption in Greece-OECD Project: Technical Support on Anti-Corruption.

2. Organisation of five-day training seminars to be carried out within 40 hours, and structured as follows:
   - At the opening meeting, the trainer will devote time to responding to queries as to the nature and operation of the programme.
• The trainer and trainees, each introduce themselves, with the main emphasis on occupational and educational pathways.

• In the context of the seminar, different teaching tools will be used:
  – transparencies slides
  – written texts
  – oral explanations
  – graphs, images and tables
  – leveraging the potential of technology.

• Finally, the main instructional techniques to promote active participation will include techniques such as debate, case studies (ten practical examples with collective participation for an understanding of the theory), Q&A sessions around the topics of theory, but also regarding the case studies that will be discussed.
Chapter 2

General information for the training programme

2.1 The purpose of the training programme

The purpose of this training programme shall be:

1. to provide basic, modern and scientifically sound knowledge on internal audit both on a conceptual and on a practical approach, so that the trainees can carry out a full audit cycle from the programming of the audit engagement plan, until the drafting of the final report, building on existing skills and experiences and by focusing on improving quality

2. to help participants become aware of and apply the “International Standards for the Professional Practice of Internal Auditing - IPPF in the full audit cycle and enhance the profession of the internal auditor in the public sector

3. to develop participants’ communication, co-operation and critical thinking.

The training programme is aimed solely at the public sector.

2.2 Structure of the programme modules

The seminar shall consist of 11 modules developed over 5 days, with a total duration of 40 hours:

1. Overview of the training programme
2. Introduction to internal audit
3. The concept of the independence of internal audit
4. Developing an effective internal audit function
5. The internal audit charter
6. Developing a risk based internal audit plan
7. Internal Controls
8. Planning an internal audit engagement
9. Conducting an internal audit engagement
10. Internal audit report
11. The role of the internal audit in the assessment of fraud and corruption risks.
The detailed schedule of the programme is presented as follows:

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Chapter 3

Breakdown of individual modules of the training programme

MODULE 1: Overview of the content of the course

MODULE 2: Introduction to internal audit

The purpose of this section is to ensure that the trainees acquire the basic theoretical knowledge in the area of internal audit.

The unit consists of three sub-sections, which are presented as follows.

2.1 Separation between the Internal Control System (ICS) and Internal Audit function (IA)

2.1.1 What the trainees will learn in sub-module #2.1

The purpose of sub-module #2.1 is to understand the relationship between the internal control system and the internal audit function and their distinctive features and objectives.

2.1.2 Where will you find the relevant material of the slides

The material of these slides is available under section 3.1 of the Technical Gap Analysis Report, which describes the concepts and the features of the internal control system and internal audit function with the goal to clarify the relationship between them in the context of the agencies of the Greek public administration.

2.2 Definition, mission and objectives of an internal audit function

2.2.1 What the trainees will learn in sub-module #2.2

The purpose of sub-module #2.2 is the introductory training in theoretical issues relating to the mission and the role of the internal audit in a public body as well as the main objectives of this function.

Objectives of the module are:
1. to help trainees understand, through the relevant terminology, what the term “internal audit” encompasses.

2. to help trainees understand, through the relevant terminology, the work to carry out for an internal audit.

2.2.2 Where you can find the material of the slides
The material of the relevant slides is from Sections 1.1-1.4 of the internal audit manual and the definition of internal audit is the official of the International Standards for the Professional Practice of Internal Audit, which provides that “Internal audit is an independent and objective, assurance and advisory activity designed to add value and improve the operations of an Organisation. It helps the Organisation to achieve its institutional objectives by taking a systematic, professional approach to assessing and improving the effectiveness of the risk management processes, internal control systems and corporate governance.”

2.3 Internal audit in relation to forensic audit and inspections-investigations

2.3.1 What the trainees will learn in sub-module # 2.3
The purpose of sub-module #2.3 is to ensure that the trainees understand the characteristics of different types of control and audit bodies and activities.

Objectives of the module are:

1. to know who are the main control and audit bodies of the Greek state

2. for the trainees to understand what is the best interpretation for the term “forensic audit” in the Greek public administration context and its relationship the internal audit and investigations.

2.3.2 Where you can find the material of the slides
The material analysed in the respective slides is from Sections 2.1-2.4 of the technical report, which presents the key control and audit bodies and activities of the Greek state. From the review of the relevant sections and graphs, trainees can understand the specificities and differences among the different control and audit bodies and activities (internal-external audit, the degree of independence from the executive, depending on the level of risk faced).

In the framework of the co-operation of GSAC and-OECD there were five types of bodies/institutions and oversight activities analysed: Ministerial Internal Audit Units, Inspectorate Bodies (inter-ministerial and sectoral), the Court of Auditors, centralised control activities that are provided by the State General Accounting Office, which is a structure of the Ministry of Finance and the General Secretariat Against Corruption (GSAC), which as foreseen in its founding law, is responsible for giving direction, ensuring skills development and monitoring the internal audit function. In accordance with the legislative framework, the Secretariat-General for the Fight Against Corruption
has a role of supervision and co-ordination for Internal Audit Units, including the power to resolve conflicts and matters relating to the overlapping responsibilities between ministries or agencies involved in the fight against corruption, by proposing appropriate solutions for their effective resolution.

Concerning the relationship with Forensic Audit, Internal Audit and Investigations, the following diagram summarises the definitions and, therefore, the relationship between them.

**High Risk**
- Forensic Auditing
  - Investigative auditing undertaken specifically to support actions in a court of law
  - Aimed at uncovering fraudulent and illegal activity
  - Examples include: investigation of “money laundering transactions”

**Low Risk**
- Internal Auditing
  - Independent, objective assurance and consulting activity designed to add value and improve an organization’s operations and control structure
  - Proactive, risk based assurance -- provides information on potential control failures, including fraud detection and the safeguarding of assets
  - Systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes

- Investigations
  - Investigation into a complaint involving government services that are of a non-jurisdictional nature
  - Formal enquiry, or the undertaking of research as to the legitimacy of the complaint and potential recommendations for remediation

**MODULE 3: The concept of independence of internal audit and the relationship with the heads and senior staff members of public institutions, including political officials**

The purpose of this section is to ensure that the trainees understand the concept of independence of the internal audit.

The module consists of two sub-modules, which are as follows.

**3.1 The content of the independence and objectivity of the internal audit**

**3.1.1 What the trainees will learn in sub-module #3.1**

The aim of sub-module #3.1 is to ensure that the trainees understand the importance of independence and objectivity of the internal audit and the relations of the auditors with...
the head, and senior management of an organisation including both political appointees and senior administrative officials.

Objectives of the module are:

1. to make sure the trainees understand, through the International Standards for the Professional Practice of Internal Auditing, the importance of independence and objectivity of the internal audit
2. to make sure the trainees understand the optimal location of the internal audit in the organisational structure of a public institution.

3.1.2 Where you can find the material of the slides
The slides include material from sections 2.4 of the Audit Manual and 3.4.3 of the technical report dealing with these issues. In accordance with the International Standards for the Professional Practice of Internal Auditing, it is stated that, “The internal audit activity must be independent and internal auditors must be objective in performing their tasks, and independence means the exclusion of any conditions threatening the ability of auditors to perform internal auditing duties impartially.”

3.2 The position of the internal audit function in the organisational structure of a public institution

3.2.1 What the trainees will learn in sub-module #3.2

3.2.2 Where you can find the material of the slides
The material of these slides is available under section 2.4 of the Audit Manual, which analyses issues about the structure and the reference framework of internal audit within a public organisation.

MODULE 4: An effective internal audit function
The purpose of this section is for trainees to understand the steps necessary to develop an internal audit function and the best practice to organise and operate it, so that it is feasible in the context of the Greek public administration.

The unit consists of the following four (4) subsections:
4.1 Roles and necessary skills/competencies of the Head of Internal Audit (Chief Audit Executive) and the internal audit unit’s staff

4.1.1 What the trainees will learn in sub-module #4.1

The purpose of this sub-module is to help trainees understand the mission of the CAE and the staff an IAU and the necessary skills required to effectively perform their tasks.

Objectives of the module are:

1. to understand, based on international best practices, the role of the head of internal audit, and other members of the IAU
2. to review together with the trainers the model competency framework suggested by the OECD, and to understand the skills that the head of internal audit must have, as well as other members of the IAU.

4.1.2 Where you can find the material of the slides

The material included in the relevant slides can be found in section 2.2. of the Audit Manual and Audit Tool #2/ Job descriptions, which include detailed information and concrete tools on needs and skills based planning and specifically on human resources management in the context of developing an internal audit function.

4.2 The necessary steps for the establishment of an internal audit function

4.2.1 What the trainees will learn in sub-module #4.2

The purpose of this sub-section is that the trainees learn about the steps required for the effective establishment of an internal audit function in an organisation.

Objectives of the module are:

1. to understand the importance of the 21 steps described in detail in the internal audit manual
2. to discuss what steps have been taken so far in the organisations of the trainees and the challenges for their implementation.

4.2.2 Where you can find the material of the slides

The material included in the respective slides from Section II of the Internal Audit Manual, which details the 21 steps required for the establishment of an internal audit function.

The trainers are encouraged to discuss with participants the steps already taken in their organisations and the challenges they face.
4.3 The role of the Audit Committee at the level of the ministry

4.3.1 What the trainees will learn in sub-module #4.3

The purpose of this sub-section is for the trainees to understand the role and the value added by the activity of a Ministerial Audit Committee and their contribution in the internal audit function.

Objectives of the module are:

1. to understand the role of audit committees at a theoretical level, originally.
2. to consider the proposal for the creation of Ministerial Audit Committee (MAC), an institution, which has to date not been implemented and the practical difficulties of establishing such committees within the Greek administration.

4.3.2 Where you can find the material of the slides

The material included in the relevant slides can be found in section 2.4 and the AuditTool 4/Example of communication pamphlet of the Internal Audit Manual, which highlight that “Introducing audit committees into the Greek public service will help promote audit independence. These committees should be chaired by the most senior public servant in the organisation (i.e. general secretary), and consist of two to three key senior managers, plus one or two independent persons from an external body, such as the Court of Auditors and/or an inspection body”.

4.4 The quality control of the internal audit function

4.4.1 What the trainees will learn in sub-module #4.4

The purpose of this sub-section is to help trainees understand the benefits resulting from the development of a programme of periodic assessment and improvement of the quality of the internal audit function.

Objectives of the module are:

1. to acquire knowledge of the international standards that specify the features of a programme monitoring and assessing quality.
2. to understand the content and requirements of a similar programme.

4.4.2 Where you can find the material of the slides

The material included in the relevant slides can be found in section 2.3 of the IA manual focusing on presenting the core professional practices that are necessary to enable internal audit function to be performed effectively and with proficiency and due professional care.
MODULE 5: The Internal Audit Charter

The purpose of this section is to ensure that the trainees understand the usefulness of introducing a coherent and functional internal audit charter and to find common solutions to the challenges related to the elaboration of a modern internal audit charter in their organisation.

The unit consists of four sub-sections and one case study, which are as follows:

5.1 What is the role of internal audit charter

5.1.1 What the trainees will learn in sub-module #5.1

The purpose of this sub-section is to enable trainees to understand the role of the Internal Audit Charter for the effective functioning of the IAU.

Objectives of the module are:

1. to obtain information on international standards that specifies the role and the content of an Internal Audit Charter
2. to understand the relationship of the charter with the organisational regulation of the Ministry and with other relevant provisions in force (taking deposition statements, access to documents, protection of personal data, etc.) governing the functioning of bodies in the public sector.

5.1.2 Where you can find the material of the slides

The material of these slides is from Section 2.4 and Audit Tool 1/Developing an Internal Audit Charter, included in the IA Manual, which address the issues of the charter, as defined in accordance with the International Standards for the Professional Practice of Internal Audit that, “The purpose, authority and responsibility of the internal audit activity must be formally defined in an internal audit charter in accordance with the definition of the IIA on internal auditing, code of ethics and standards. The head of internal audit must periodically review the internal audit charter and present it to senior management and the board for approval.”

5.2 How to set up an internal audit charter in your organisation

5.2.1 What the trainees will learn in sub-module #5.2

The purpose of this sub-section is to teach trainees the practical aspects of developing and putting in force an internal audit charter.

Objectives of the module are:

1. to take stock of the model charter proposed by the OECD in the audit manual.
2. to understand the method of developing an internal audit charter, using a practical case study, the indicative solution of which will be discussed in the next section.

5.2.2 Where you can find the material of the slides
The relevant material is from the Audit Tool 1/Developing an Internal Audit Charter, included in the IA Manual, providing practical examples of the content and the main attributes of a modern internal audit charter.

5.3 Teamwork A

Group Work A) Developing an Internal Audit Charter — 30 minutes
The trainees will be assigned in to 2 different teams
Please review fot 10’ the model charter proposed by the OECD and then have the two teams with one representative to reply briefly to the following questions:

A. Group
➢ What is the purpose, context and the guidelines set out in the IA Charter of a public organisation?
➢ What is the purpose, tasks and scope of Internal Audit in accordance with the Charter?
➢ Please fill out articles 1-10 of the Draft IA Charter that was handed out to you.

B. Group
➢ What are the roles and responsibilities of the actors involved in the drafting and approval of the Statute?
➢ What are the duties of Head of Internal Audit (accountability), how are the independence and objectivity of the Internal Audit safeguarded, what is the authority of internal audit in the organisation, and what are the activities in which internal audit must not be involved?
➢ Please fill out articles 11-18 of the Draft IA Charter that was handed out to you.

Please fill out the Articles of the following Draft Internal Audit Charter in correspondence with the relevant provisions of Audit Tool #1/Developing an internal audit charter and the applying IPPF Standards.
| Άρθρο 2 | Εσωτερικός Έλεγχος | Θέτει υπόψη της ανώτερης διοίκησης και του συμβουλίου για έγκριση. |
| 1110 - Οργανωσιακή Ανεξαρτησία | Ως ανωτέρω στο άρθρο 1 |
| Άρθρο 3 | | Ορισμός Εσωτερικού Ελέγχου σύμφωνα με το Διεθνές Πλαίσιο για την Επαγγελματική Εφαρμογή του Εσωτερικού ελέγχου. |
| Άρθρο 4 | Μονάδα (ή Διεύθυνση ή Τμήμα) Εσωτερικού Ελέγχου | Σύμφωνα με το Γλώσσαριο του Διεθνούς Πλαίσιου για την Επαγγελματική Εφαρμογή του Εσωτερικού ελέγχου. |
| Άρθρο 5 | Αποστολή, Αρμοδιότητες και Έργο της Μονάδας (ή Διεύθυνσης ή Τμήματος) Εσωτερικού Ελέγχου | 1000 - Σκοπός, Δικαιοδοσία και Ευθύνη Ως ανωτέρω στο άρθρο 1 |
| Άρθρο 6 | Πεδίο Εφαρμογής του Έργου της Μονάδας (ή Διεύθυνσης ή Τμήματος) Εσωτερικού Ελέγχου | |}

| Άρθρο 7 | Οργανωσιακή Ανεξαρτησία | 1110 - Οργανωσιακή Ανεξαρτησία |
| 2040 Πολιτικές και Διαδικασίες | Ο επικεφαλής εσωτερικού ελέγχου πρέπει να καταρτίζει πολιτικές και διαδικασίες για να καθοδηγεί τη λειτουργία εσωτερικού ελέγχου. |
| Άρθρο 8 | Ρόλος του Προϊσταμένου της Μονάδας (ή Διεύθυνσης ή Τμήματος) Εσωτερικού Ελέγχου | 2000 Διαχείριση της Λειτουργίας Εσωτερικού Ελέγχου |
| 1112 – Οι ρόλοι του επικεφαλής εσωτερικού ελέγχου περά από τον Εσωτερικό Έλεγχο | Ο επικεφαλής εσωτερικού ελέγχου πρέπει να κατατρίζει πολιτικές και διαδικασίες για να καθοδηγεί τη λειτουργία εσωτερικού ελέγχου. |
| Άρθρο 9 | Ανεξαρτησία του Έργου της Μονάδας (ή Διεύθυνσης ή Τμήματος) Εσωτερικού Ελέγχου | 1110 - Οργανωσιακή Ανεξαρτησία |
| Άρθρο 10 | Αμεροληψία κατά την άσκηση του Έργου της Μονάδας (ή Διεύθυνσης ή Τμήματος) Εσωτερικού Ελέγχου | Οι ρόλοι του επικεφαλής εσωτερικού ελεγκτή πέρα από τον Εσωτερικό Έλεγχο θα πρέπει να παραβλέπεται ανεξάρτητα και αντικειμενικά κατά την εκτέλεση των εργασιών. |
Οι εσωτερικοί ελεγκτές πρέπει να τηρούν μια απροκατάληπτη, αμερόληπτη στάση και να αποφεύγουν συγκρούσεις συμφερόντων.

1130 Παρεμπόδιση Ανεξαρτησίας ή Αντικειμενικότητας

Εφόσον η ανεξαρτησία ή η αντικειμενικότητα παρεμποδίζεται, πραγματικά ή φαινομενικά, οι λεπτομέρειες της παρεμπόδισης πρέπει να κοινοποιούνται στα αρμόδια όργανα. Η φύση της κοινοποίησης θα εξαρτάται από το είδος της παρεμπόδισης.

1130.O1 Οι εσωτερικοί ελεγκτές πρέπει να αποφεύγουν την αξιολόγηση συγκεκριμένων λειτουργιών για τις οποίες ήταν οι ίδιοι υπεύθυνοι κατά το παρελθόν. Η αντικειμενικότητα θεωρείται ότι κλονίζεται όταν ένας εσωτερικός ελεγκτής παρέχει υπηρεσίες διαβεβαίωσης για μια δραστηριότητα για την οποία ήταν υπεύθυνος κατά το προηγούμενο έτος.

1130.O3 – Η λειτουργία εσωτερικού ελέγχου μπορεί να παρέχει υπηρεσίες διαβεβαίωσης για λειτουργίες για τις οποίες είχε παλαιότερα παράσχει συμβουλευτικές υπηρεσίες, εφόσον η φύση του συμβουλευτικού έργου δεν παρεμπόδισε την αντικειμενικότητα και εφόσον η ατομική αντικειμενικότητα διαφυλάσσεται κατά την διάθεση πόρων στο έργο.

1130.C1 Οι εσωτερικοί ελεγκτές μπορούν να παρέχουν συμβουλευτικές υπηρεσίες σχετικά με λειτουργίες για τις οποίες ήταν υπεύθυνοι κατά το παρελθόν.

1200 Επαγγελματική Επάρκεια και Δέουσα Επαγγελματική Επιμόρφωση

Τα έργα πρέπει να εκτελούνται με επαγγελματική επάρκεια και δέουσα επαγγελματική επιμέλεια.

1200.11 Επαγγελματική Επιμέλεια, Επαγγελματική Επάρκεια και Επαγγελματική Επιμόρφωση

2010 Προγραμματισμός

Ο επικεφαλής εσωτερικού ελέγχου πρέπει να καταρτίζει ένα πρόγραμμα ελέγχων με βάση την εκτίμηση κινδύνων, με σκοπό να προσδιορίσει τις προτεραιότητες της λειτουργίας εσωτερικού ελέγχου, σύμφωνα με τους από τους στόχους του οργανισμού.


2010.A2 Ο επικεφαλής εσωτερικού ελέγχου πρέπει να προσδιορίζει και να λαμβάνει υπόψη τους τη συμπεριφορά της ανώτερης διοίκησης, του συμβουλίου και λοιπών ενδιαφερόμενων μερών για τη διατύπωση γνώμης και άλλων συμπερασμάτων εσωτερικού ελέγχου.

2010.C1 Ο επικεφαλής εσωτερικού ελέγχου πρέπει να εξετάζει την περίπτωση διεξαγωγής συμβουλευτικών έργων που του έχουν προταθεί, με βάση τη δυνατότητα που έχουν αυτά τα έργα να βελτιώσουν τη διαχείριση
### 2210 Antikeimenikoi Skopoai Errou

For every piece of work, objectives must be defined.

<table>
<thead>
<tr>
<th>Article 13</th>
<th>Supervision of the Department (or Department or Department) Internal Audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Article 14</td>
<td>Execution of the Work</td>
</tr>
<tr>
<td>Article 15</td>
<td>Knowledge of the Agreements</td>
</tr>
<tr>
<td>Article 16</td>
<td>Follow-up of the Implementation of the Internal Audit Measures</td>
</tr>
</tbody>
</table>

### 22. Breakdown of Individual Modules of the Training Programme

#### Problem

**Development of a Plan of Internal Audit Engagements Based on Risk Assessment**

The purpose of this section is to enable the trainees to understand the importance of the internal auditors to draw up the plan of audit engagements, after taking into account the risks, to add value and improve the operations of the organization. The works that are accepted should be included in the program of works.

**Execution of Work**

The head of internal control must be consulted for the design of internal control operations and requirements, including the important intermediate changes, to the higher management and to the board, for examination and approval. The head of internal control must also report the effect of the limitation of resources.

**Resource Management**

The head of internal control must ensure that the resources of internal control are suitable, sufficient and used effectively to achieve the approved program.

**Acceptance of Risk Communication**

When the head of internal control concludes that the management has accepted a level of risk to which the organization cannot respond, then the head of internal control should discuss the matter with the management. If the matter related to the risk is not resolved, the head of internal control should refer the issue to the board for resolution.

### Article 3

**Examination of the Work of the Unit (or Division or Department)**

**Article 4**

**Execution of the Work**

The internal auditors must identify, analyze, evaluate and record significant enough information so that they can achieve the objectives of the work.

**Article 5**

**Knowledge of the Results of the Work**

The internal auditors must communicate the results of the works.

**Article 6**

**Follow-up of the Implementation of the Agreements (follow up) of the Internal Audit – Technical Audit – Periodic Audit**

**Article 7**

**Follow-up of the Implementation of the Agreements**

The head of internal control of the internal audit must make sure, and maintain a system of monitoring the results that are communicated to the management.

**Article 8**

**Paradokhthisis of the Implementation of the Agreements**

The head of internal control of the internal audit must ensure, and ensure that a system of follow-up of the implementation of the agreements is established in the organization.
account the assessment of the identified risks that threaten the orderly functioning of the body/organisational units within the sphere of competence of the IAUE.

The module consists of four sub-modules and two case studies, which are as follows.

6.1 What is the risk assessment process and why is it important for planning the audit engagements

6.1.1 What the trainees will learn in sub-module #6.1

The aim of the module is to understand the purpose and content of developing a plan for audit engagements based on a risk assessment and the key importance of the concept of risk in this process.

Objectives of the module are:

1. to understand the importance of drawing up an audit plan based on risk assessment for the effective functioning of an IAU.
2. to understand the essential elements of the identification and risk assessment process and how are the International Standards for the Professional Practice of Internal Auditing framing the relevant requirements.

6.1.2 Where you can find the material of the slides

The material is from the introduction of chapter IV of the IA Manual, which elaborates on the importance of developing a risk based audit plan to enhance the effectiveness and the more efficient use of available audit resources.

6.2 What are the main steps for preparing the audit action plan based on the risk assessment

6.2.1 What the trainees will learn in sub-module #6.2

The purpose of this sub-section is to help trainees understand the main steps for establishing a coherent plan to ensure the best possible planning of audit activities on the basis of the available resources.

Objectives of the module are:

1. to understand the key steps in the process of drawing up the plan
2. to engage in practical approaches on key issues such as the identification of the “audit universe”.

6.2.2 Where you can find the material of the slides

The material of specified slides comes from section 4.1 and audit tool #7, of the IA Manual, elaborating the main issues related with the meaning of risks and the processes for identifying and assessing them in the framework of the predefined audit universe.
6.3 The methodology for the development of the control plan based on risk assessment

6.3.1 What the trainees will learn in sub-module #6.3

The purpose of the module is to discuss more extensively the methodological approach and the specific tasks for the completion of the audit action plan based on a risk assessment.

Objectives of the module are:

1. to understand the procedure of mapping and assessing the risks
2. to understand the impact of this process on the rational use of available resources, on undertaking appropriate types of audit activity and the added value to the entity’s operations.

6.3.2 Where can you find the material of the slides

The material can be found in sections 4.3 of the IA manual presenting the key elements of prioritising audit work based on the risk assessment exercise findings.

6.4 Procedure to endorse and communicate the audit plan

6.4.1 What the trainees will learn in sub-module #6.4

The purpose of the module is to identify the need to inform the head and the senior public managers about the planning for the internal audit function and the resource requirements for their review and approval.

Objectives of the module are:

1. be aware of the approval process of audit plans and in particular how it can be implemented within the Greek public administration
2. to see the stages of the process of developing an audit plan and understand the period that a similar plan can cover.

6.4.2 Where you can find the material of the slides

The material of these slides is available in the Introduction of Chapter IV of the Audit Manual and also, under section 3.4.4. of the Technical Report, which present the need to communicate the information on drafting an risk based audit action plan.

6.5 Teamwork B

Group Work B) Case Study: Developing a controlled environment (organisational unit/body functions/responsibilities and procedures)
30) — Divide into three groups. One representative of each group will answer the questions of Working Group B
I. Public information indicator functions:

<table>
<thead>
<tr>
<th>ΛΕΙΤΟΥΡΓΙΕΣ</th>
<th>(1) Support and operational functions of the previous question of organisations indicate two indicative procedures for each comprising the control environment, procedures, taking inspiration from the example above.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Είσπραξη δημόσιων εσόδων</td>
<td></td>
</tr>
<tr>
<td>Διαχείριση ανθρώπινων πόρων</td>
<td></td>
</tr>
<tr>
<td>Οικονομική διαχείριση (κατάρτιση και εκτέλεση Π/Υ)</td>
<td></td>
</tr>
<tr>
<td>Έλεγχος νομικών και φυσικών προσώπων</td>
<td></td>
</tr>
<tr>
<td>Προμήθειες</td>
<td></td>
</tr>
<tr>
<td>Παρακολούθηση εφαρμογής κανονιστικού πλαισίου</td>
<td></td>
</tr>
<tr>
<td>Τήρηση αρχείων</td>
<td></td>
</tr>
</tbody>
</table>

Look through the table and in particular by the above functions/powers discuss and identify the control environment at the level of functions/powers to the bodies which you indicated. (Record 2) and 2 operational support

II. Information indicators on public organisations:

<table>
<thead>
<tr>
<th>ΔΙΑΔΙΚΑΣΙΕΣ</th>
<th>(1 to 1) support and operational functions of the previous question of organisations indicate two indicative procedures for each comprising the control environment, procedures, taking inspiration from the example above.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Έκδοση πιστοποιητικού βάσει αρχείων της Υπηρεσίας</td>
<td></td>
</tr>
<tr>
<td>Λήψη Επιχορηγήσεων</td>
<td></td>
</tr>
<tr>
<td>Σύνταξη προϋπολογισμού Γενικής Διεύθυνσης Οικονομικών Υπηρεσιών</td>
<td></td>
</tr>
<tr>
<td>Λογιστική παρακολούθηση απαιτήσεων από νομικά και φυσικά πρόσωπα</td>
<td></td>
</tr>
<tr>
<td>Εξόφληση προμηθευτή</td>
<td></td>
</tr>
</tbody>
</table>

III. The chapter containing the slides includes an extract of the Ministry of Finance Services and Bodies from the updated REGISTRY OF SERVICES AND BODIES IN THE GREEK PUBLIC ADMINISTRATION (update 6/2017). Please define the audit universe, in the case that the auditees are only:

- 1st group: General and special secretariats within the ministry
- 2nd group: Legal entities governed by public law and state owned enterprises
- 3rd group: Legal entities governed by private law including SAs

Discussion on remaining supervised bodies which do not fall into these categories.

6.6 Teamwork C

Teamwork C) Case Study: Developing an annual audit plan based on a risk assessment at the level of the ministry

30’ — Divide into 3 groups.

Review Audit Tool #5/Example Audit Universe and Audit Tool #6/Example risk collection and assessment tool (see Audit Manual)
After interviews with Ministry officials, you allegedly filled out a risk score table for the following activities:

<table>
<thead>
<tr>
<th>ΔΡΑΣΤΗΡΙΟΤΗΤΕΣ - ΕΠΙΠΕΔΟ 1</th>
<th>ΕΠΙΠΤΩΣΗ</th>
<th>ΠΙΘΑΝΟΤΗΤΑ</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Πλαίσιο Διοίκησης</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>2. Σχεδιασμός &amp; Λογοδοσία</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3. Διαχείριση Περιουσιακών Στοιχείων και Πόρων</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>4. Διαχείριση του ανθρώπινου κεφαλαίου</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. Προστασία περιουσιακών στοιχείων, πληροφοριών και ανθρώπων</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>6. Διαχείριση των πληροφοριών και της τεχνολογίας των πληροφοριών</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7. Νομικές υπηρεσίες</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>8. Επικοινωνίες</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>9. Λήψη προγραμμάτων και υπηρεσιών</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>

Discuss what is meant by specific scores for each activity (implication and likelihood).

The following table is provided for your facilitation:

On the basis of the results of the risk assessment, suggest activities included in the audit plan of action, if you have time available for inspection for:

1st team- activities 3
2nd team- activities 4
3rd team- activities 5

Based on previous work, please fill in the annual audit plan below with the following matters:

- The audit team has three internal auditors
MODULE 7: Internal Controls

The purpose of this section is to enable the trainees to understand the meaning of internal controls and their position within the Internal Control System (internal control system and the functioning of internal control) (internal audit).

The module consists of two sub-modules and one case study, which are as follows.

**7.1 Defining and developing internal controls-Key elements: Internal Control-Internal Audit-Internal Controls**

**7.1.1 What the trainees will learn in sub-module #7.1**

The purpose of the module is to clarify the content and meaning of the key concepts used internationally in relation to developing mechanisms and internal control arrangements.

Objectives of the module are:

1. to analyse the concepts of internal controls, internal audit, internal control system and to identify their conceptual differences
2. to learn about the types of controls and the main objectives for growth at the level of public institutions.

**7.1.2 Where you can find the material of the slides**

The material consists of specified slides that come mainly from Sections II-IV of the Core Control Audit Programme, describing the content of those terms and their proper use within the Greek public administration.
7.2 The role of the internal auditor in relation to the internal control system — The model of the Three Lines of Defence

7.2.1 What the trainees will learn in sub-module #7.2

The purpose of this sub-section is to help trainees better understand the functioning of the internal audit and the internal auditors within public organisations based on the model of the Three Lines of Defence.

Objectives of the module are:

1. to know the characteristics and division of roles and responsibilities between the three lines of defence
2. to better understand the position of the other institutions to exercise control and supervision and the internal audit function within the operation and management of the organisation.

7.2.2 Where you can find the material of the slides

The material consists of specified slides that come mainly from Section III of the Core Control Audit Programme, setting out the model of the Three Lines of Defence as a useful tool for clarifying the precise location and the role of the internal audit function within an internal control system.

7.3 Teamwork D

Teamwork D) Case Study: Developing internal controls
30’ — Divide into two groups.

Review the following slides
1. at the level of the unit, and
2. at the operational level, the potential risks.

Please fill in the table you are given and provide a description of any risk (ideally identify new risks) and propose internal control valves you think that effectively address these risks.

Designate a member to present risks and the proposed internal controls to the team.

A. Directorate of Administration (unit level) - Risks:
• Inadequate monitoring of the activities of supervised legal entities governed by public and private law
• Missed deadlines for the judicial resolution of state demands from third parties
• Pending disciplinary investigations
• Leakage of files from the natural and/or electronic archives of the service

B. Procurement of goods and services (operational level) - Risks:
• Avoiding tender procedures by splitting contracts
3. BREAKDOWN OF INDIVIDUAL MODULES OF THE TRAINING PROGRAMME

• Specific tender requirements to benefit specific contractors
• Lower quality of delivered goods/services compared to the agreed contractual quality standards
• Not abiding with the institutional framework for single awards up to 20,000 EUR. More specifically:
  1. Registering special credit to the expenses budget (articles 25, 26, 49 of law 4270/2014 and Presidential Decree 80/2016)
  2. Technical provision, sample budget (article 54 of law 4412/2016)
  3. Upload original request to KIMDIS (article 11 of law 4013/2011, section 3 of article 38 of law 4412/2016)
  4. Decision for the Assumption of Responsibility (articles 66, 67, 68 of law 4270/2014 and articles 2-3 of Presidential Decree 80/2016)

MODULE 8: Planning of internal control

The purpose of this section is to enable the trainees to understand the fundamental importance of thorough planning before carrying out each audit engagement.

The module consists of two sub-modules and four case studies, which are as follows.

8.1 Overview of the steps of the process of planning an audit mission

8.1.1 What the trainees will learn in sub-module #8.1

The purpose of the module is to understand the steps required for efficient planning and preparation of the audit mission.

Objectives of the module are:

1. to understand the conditions such as objectives, scope, criteria and methodology in the planning stage of the audit mission.
2. to know the programming process step by step, in line with the International Standards for the Professional Practice of Internal Auditing.

8.1.2 Where you can find the material of the slides

The material consists of specified slides that come mainly from Section 6.1 of the control manual, which states that “The design is the cornerstone of successful control. Proper planning enables the audit groups to define the objectives, scope, criteria and methodology. Also, the design enables the auditor to better understand the thematic field. Internal auditors should develop and record a plan for each engagement, including the scope, objectives, allocation of time and resources.”

8.2 How to assess the risk in the context of the audit mission (unit/process/function)

8.2.1 What the trainees will learn in sub-module # 8.2

The purpose of this sub-section is to help trainees understand the requirements of the assessment exercise for the purposes of the preparation of a particular mission, which is different from the risk assessment carried out for the purpose of preparing the audit plan (see action above under Module 6).

Objectives of the module are:

1. to understand the purpose and the procedure for the assessment of risks in the framework of this audit mission
2. to discuss the technical requirements of this exercise and how this output is devised.

8.2.2 Where you can find the material of the slides

The material of these slides is available under Section 6.1 of the Audit Manual and Audit Tool #6/ Example risk collection and assessment tool, which describe the need and the features of risk assessment focusing on the sectors with the greatest value to the auditee. To this end, the audit team needs to fully understand the entity to be audited.

8.3 Objectives, criteria, methodologies of internal audit mission

8.3.1 What the trainees will learn in sub-module #8.3

The purpose of this sub-section is to help trainees understand the need to identify concrete and achievable targets per audit mission while defining appropriate criteria and audit methodology to ensure the success of the audit mission.

Objectives of the module are:

1. to familiarise trainees with the procedure for determining objectives which describe the expected outputs from the audit mission
2. to understand the characteristics and how you define criteria and the audit methodology and their contribution to the successful completion of the audit mission.

**8.3.2 Where you can find the material of the slides**

The material consists of specified slides from the Learners Manual of the Canadian School of Education in Public Administration, which states that “The audit objectives describe what it intends to achieve or deliver to the audit team. It is the basis of the audit opinion. Usually, there are more than one control objectives. Three to five targets per commitment control is the rule, and that audit criteria are reasonable efficiency standards against which to evaluate the existing conditions. Represent good or acceptable practices. There are generally two types of audit criteria, the first relates to procedures and the second with the results.”

**8.4 What is the reference framework for the internal control of a mission**

**8.4.1 What the trainees will learn in sub-module #8.4**

The purpose of this sub-section is to help the trainees understand the meaning and content of the reference framework as a tool to facilitate communication of internal auditors with the audited body by presenting the key parameters of the audit mission.

Objectives of the module are:

1. to understand the usefulness of a coherent reference framework and discuss the topics to be included in it
2. to understand the steps of the breakout discussion with executives of the audited unit/programme.

**8.4.2 Where you can find the material of the slides**

The material consists of specified slides from the Learners Manual of the Canadian School of Education in Public Administration, which states that “Terms of reference (reference framework) provide a high-level summary on the control plan in order to facilitate understanding of the audit from the auditee. The terms of reference provide information on the subject, the objective, the approach and the time of the audit. This document is being discussed with the auditees.”

---

**8.5 Teamwork E**

**Teamwork E) Case Study:** Undertaking of a risk assessment in the framework of an audit mission

Divide 2 groups, one responsible for checking that the Financial Management unit and one for the Staff Management Unit — 30’
During the annual audit plan, priority is given to internal audit units: a) Financial Management, which deals with procurement; and b) Personnel Administration. Prepare a list of potential risks identified by the audit team in planning their work.

<table>
<thead>
<tr>
<th>KÌΝΔΥΝΟΣ</th>
<th>ΠΙΟΘΑΝΟΤΗΤΑ</th>
<th>ΕΠΙΠΤΩΣΗ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Κίνδυνος απόλυτας προσωπικών δεδομένων των υπαλλήλων της Οικονομικής Διαχείρισης</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Κίνδυνος καθυστερήματος ενημέρωσης των φακέλων προσωπικού με νέα στοιχεία ή θέρμης λανθασμένων στοιχείων</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Κίνδυνος με διαφωματικό δραστηριοτήτων Οικονομικής Διαχείρισης λόγω έλλειψης προσωπικού</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Κίνδυνος μη τήρησης του Κανονισμού Δεντρολόγησης από το προσωπικό της Οικονομικής Διαχείρισης</td>
<td>3</td>
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<td>Κίνδυνος υποταλέξης προσωπικού Οικονομικής Διαχείρισης</td>
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<tr>
<td>Κίνδυνος χαμηλής επιμόρφωσης προσωπικού Οικονομικής Διαχείρισης</td>
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<td>4</td>
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<tr>
<td>Κίνδυνος απόλυτας δεδομένων προμηθειών της Οικονομικής Διαχείρισης από το πληροφοριακό σύστημα</td>
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<td>3</td>
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<tr>
<td>Κίνδυνος εμφάνισης απάτης σε προμηθεία της Οικονομικής Διαχείρισης (έχει συμβεί στο παρελθόν αντίστοιχο fraud case)</td>
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<td>2</td>
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<tr>
<td>Κίνδυνος εντατικής χρήσης απευθείας αναθέσεων</td>
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<td>5</td>
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<tr>
<td>Κίνδυνος μη τήρησης διαδικασιών ανάθεσης δαπάνης βάσει Ν. 4412/2016</td>
<td>2</td>
<td>5</td>
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<tr>
<td>Κίνδυνος μη τήρησης διαδικασιών πληρωμής Αμεσών Τραπεζών βάσει Ν. 4412/2016</td>
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<td>4</td>
</tr>
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</table>

The two groups, having chosen the risks relating to their departments, use the risk assessment to classify low-medium- high-risk.

8.6 Teamwork F

Teamwork F) Case Study: Developing audit programme, audit criteria and methodologies

Based on the results of the previous audit work about the risks of only the red and yellow areas, write the Monitoring Programme with the following sub-modules:
CONTROL PROGRAMME

1. Audit scope (what is audited)
2. Audit Objectives - Questions in the audit programme (Why it is audited)
3. Audit methodology

The integrated control programme will be presented by a member of the group.

MODULE 9: Internal audit

The purpose of this section is to enable the trainees to understand the steps and good practices for carrying out a specific audit mission.

The module consists of two sub-modules and one case study, which are as follows.

9.1 Overview of steps in the implementation phase of an audit mission

9.1.1 What the trainees will learn in sub-module #9.1

The purpose of the module is to help the trainees understand key actions from the phase of implementation of the audit engagement by the initial recording of findings and proposals updated by the audit body.

Objectives of the module are:

1. to analyse the individual stages of the phase of the audit mission
2. to present the steps of the audit team on the implementation of the defined methodologies and internal control criteria.

9.1.2 Where you can find the material of the slides

The material consists of specified slides that come mainly from Section 6.2 of the Audit Manual, which states that “The execution phase begins officially with the approval of the Terms of Reference. The execution phase of an audit includes the collection, examination, analysis and assessment of the information related to the objectives of the commitments. This will allow the audit team to draw up its conclusions on the state of the environment which was audited.”

9.2 Applying internal audit methodologies and criteria

9.2.1 What the trainees will learn in sub-module #9.2

The purpose of this section is to help trainees understand the key techniques and challenges when applying pre-defined criteria and methodologies in the context of the internal audit mission.
Objectives of the module are:
1. To present key methods for collecting data and evidence
2. To present key approaches for collecting samples.

9.2.2 Where you can find the material of the slides
The material of these slides can be found in Section 6.2 of the Audit Manual, where there are available the techniques and practices for the implementation of the audit methodologies and the audit criteria as determined during the planning of the audit mission.

9.3 What is the internal auditor’s worksheets

9.3.1 What the trainees will learn in sub-module #9.3
The purpose of this sub-section is to help trainees understand the type and the content of the worksheets, as well as their contribution to the documentation of findings and conclusions related to the audit mission.

Objectives of the module are:
1. To determine the IPPF requirements regarding the use of worksheets
2. To understand the key features, the content and the structure of the worksheets

9.3.2 Where you can find the material of the slides
The material of these slides can be found in Section 6.2 of the Audit Manual, in which it is stated that “The data collection methods vary depending on the approach used for a target. The sheets are documents necessary to support the binding objectives and criteria.” In accordance with IIA standard 2330, “internal auditors must document relevant information to support the conclusions and engagement results. The worksheets must be trimmed, accurate, concise, complete, and reasonable.”

9.4 Teamwork G

Teamwork G) Case Study: Analysing data and developing audit conclusions
Divide 2 groups — 30’
The Personnel Directorate has won on the evaluation of the curriculum of education/training of the ministry for the year 2016.
Verification carried out in the Directorate was designed to investigate:
1. The process of education/training programme for 2016 and the follow-up of its implementation.

2. The efficiency of the overall education and training programme and curricula, training in 2016.

On the basis of the interviews and the collection of data, which are then made within each group in the appropriate audit conclusions (the 1st group for the first group and 2nd for the second).

1st sector — Procedure for drawing up the programme of education/training in 2016 and the monitoring of its implementation:

- Preparation of the programme of education/training, 2016, by the Directorate for Personnel, based on oral proposals for education and training of officials.
- The annual financial budget — total expenditure carried out without analysis and separation of direct costs for training programmes and other indirect costs of the Directorate-General for Personnel.
- The following data were collected:

A. Education Budget

2015: 1.2 million euro
2016: 1 million euro

B. Education Expenditures Review

2016: 1.1 million euro

Sector No. 2 — Efficiency of education/training programme

- For the evaluation of individual training programmes, the Directorate for Personnel collects questionnaires to be completed by learners and trainers, immediately after the end of each seminar and then writes to the organisational unit that requested this programme, stating the findings resulting from these questionnaires and any proposals. This letter often remains unanswered by the competent organisational unit.
- There are no registered objectives within the ministry and/or organisational units, governing the preparation, implementation and evaluation of the training programme, although the Directorate for Personnel for its part has tools and procedures for the above, but have not yet been implemented.
- Capacity in teaching hours of the Institution’s Classrooms Office: 5 000 hours. Actual teaching hours rooms in 2016: 4 000 hours.

MODULE 10: Writing the internal audit report

The purpose of this section is to enable the trainees to acquire the basic theoretical knowledge of all the steps from the original draft until its completion and approval of the internal audit report.

The unit consists of three sub-sections and three case studies, which are as follows.
10.1 Overview of the steps described in the report

10.1.1 What the trainees will learn in sub-module #10.1

The purpose of this sub-module is to train the trainees in the flow of steps and actions for the preparation and approval of the audit report.

Objectives of the module are:

1. to get to know the detailed steps and processes to complete the audit mission with the drafting of the internal audit report
2. to understand the role and contributions of all parties involved at this stage.

10.1.2 Where you can find the material of the slides

The material consists of specified slides from Section 6.3 of the Audit Manual, which presents all necessary actions to draft and submit for approval an internal audit report.

10.2 What information is included in a comprehensive report

10.2.1 What the trainees will learn in sub-module #10.2

The purpose of this sub-section is to help the trainees understand the characteristics of a good control report, the relevant requirements of international standards, including the role of the auditor and the audited unit towards finalisation and approval of the audit report.

Objectives of the module are:

1. Trainees should understand what should be included in the audit report and the main quality characteristics of it.
2. To familiarise themselves with the communication process with the auditee while processing the report and features in senior management.

10.2.2 Where you can find the material of the slides

The material consists of specified slides from Section 6.3 of the control manual, which describes thoroughly the content and the necessary features of a comprehensive audit report, as well as the communication requirements of the content with stakeholders in order to finalise the draft report, accept findings and recommendations, and finally, for the management of the auditee to draft a plan to comply with these recommendations.
10.3 How we follow up on the agreed action on the findings of the reports

10.3.1 What the trainees will learn in sub-module #10.3

This sub-section is aimed at enabling learners to understand the need to establish and maintain a system to monitor the implementation of corrective actions undertaken on the basis of the results of the verification by the administration.

Objectives of the module are:

1. to understand how to establish an effective mechanism for monitoring the implementation of the proposals of the audit report
2. to identify the role of the auditor and the auditee at that stage and to discuss the challenges encountered during the implementation phase of these approaches and management.

10.3.2 Where you can find the material of the slides

The necessity of a reliable mechanism for monitoring the implementation of the auditee's action plan to comply with the recommendations of the audit report is presented in Section 6.3 of the Audit Manual, and is explicitly provisioned for in Standard 2500 of the IPPD, which states as follows: "The chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management."

10.4 Teamwork H

**Teamwork H) Case Study:** Developing an outlook report (total)

Divide 2 groups — 30’

With regard to the data and the findings of the previous Teamwork G, you are requested to prepare an outlook report, taking into account the following chapters:

**Table of contents**

1. Introduction
2. Extent of work
3. Summary of the administration

10.5 Teamwork I

**Teamwork I) Case Study:** Developing proposals

Divide 2 groups — 15’

Further to its previous report, each group is asked to make proposals for each finding, which concerns it.
10.6 Teamwork J

**Teamwork J) Case Study: Overview of proposed action plan and follow-up audit — 15’**

Following completion of the annual audit plan and over one year, fill in the table "Monitoring compliance with recommendations" with the agreed corrective actions. Please comment on what you are going to do after the review of the relevant table.

<table>
<thead>
<tr>
<th>A/A</th>
<th>Διορθωτικές ενέργειες (περιγραφή των δράσεων που έχουν αναληφθεί προς αντιμετώπιση των εντοπισθεισών αδυναμιών)</th>
<th>Πρόοδος υλοποίησης («εκτελέστηκε», «εκτελέστηκε μερικώς» ή «δεν εκτελέστηκε»)</th>
<th>Λόγοι μη υλοποίησης (περιγραφή των λόγων μη υλοποίησης)</th>
<th>Επίπτωση (περιγραφή του επίπτωμας από την υλοποίηση ή μη των διορθωτικών ενεργειών – εάν υπάρχει)</th>
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<td>1 A/A Διαδικασιών προμηθειών</td>
<td>ΣΕ ΕΞΕΛΙΞΗ</td>
<td>ΗΘΕΛΗΜΕΝΗ ΚΑΘΥΣΤΕΡΗΣΗ</td>
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<tr>
<td>2 Προσλήψεις προσωπικού</td>
<td>ΕΚΤΕΛΕΣΤΗΚΕ</td>
<td>ΕΝΙΣΧΥΣΗ ΕΞΩΤΕΡΙΚΟΥ ΕΛΕΓΧΟΥ</td>
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<tr>
<td>3 Προστασία προσωπικών δεδομένων</td>
<td>ΔΕΝ ΕΚΤΕΛΕΣΤΗΚΕ</td>
<td>ΣΥΝΤΑΞΙΟΔΟΤΗΣΗ ΔΙΕΥΘΥΝΗ ΠΛΗΡΟΦΟΡΙΚΗΣ</td>
<td>ΜΗ ΣΥΜΜΟΡΦΩΣΗ ΜΕ ΝΕΟ ΘΕΣΜΙΚΟ ΠΛΑΙΣΙΟ/ ΜΕΓΑΛΑ ΜΕΛΟΝΤΙΚΑ ΠΡΟΣΤΙΜΑ/ ΠΡΟΣΩΠΙΚΑ ΔΕΔΟΜΕΝΑ ΠΟΛΙΤΩΝ ΣΕ ΚΙΝΔΥΝΟ</td>
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<td>4 Απογραφή παγίων</td>
<td>ΕΚΤΕΛΕΣΤΗΚΕ ΜΕΡΙΚΟΣ</td>
<td>ΜΕΓΑΛΟΣ ΟΓΚΟΣ ΠΑΓΙΩΝ</td>
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**MODULE 11. The role of the internal audit function in the assessment of risks of fraud and corruption**

The purpose of this section is to enable the trainees to understand the role and tasks that can undertake the internal audit function as part of the overall strategy of the institution and the risks of fraud and corruption.

The module consists of two sub-modules, which are as follows.
11.1 The contribution of internal control to prevent and detect fraud and corruption

11.1.1 What the trainees will learn in sub-module #11.1

The purpose of this sub-module is to make trainees aware of actions that can be entrusted to internal control, as the third line of defence, in relation to the mechanisms set up by the institution for tackling the risks of fraud and corruption.

Objectives of the module are:

1. to understand the limits and conditions for the involvement of internal audit activities to prevent, deter and detect fraud and corruption
2. to identify how this affects the overall design and methodological approach of the internal audit function.

11.1.2 Where you can find the material of the slides

The material of these slides can be found under section 5.1 of Audit Tool #8/ Fraud risk questionnaire to be used when undertaking an internal audit engagement, included in the Audit Manual. This section presents the relationship between internal audit and the anti-fraud and corruption mechanisms of the auditee.

11.2 The role of internal auditors in the context of its overall anti-fraud and corruption strategy.

11.2.1 What the trainees will learn in sub-module #11.2

This sub-section is aimed at enabling learners to better understand the obligations and constraints of the internal auditors in connection with their participation in the efforts for tackling the risks of fraud and corruption.

Objectives of the module are:

1. to identify concrete actions that can be undertaken by internal auditors in connection with their tasks
2. to familiarise themselves with the requirements of the standards contained in the international framework for the professional practice of internal auditing of the IIA on the role of internal auditors in managing the risk of fraud and corruption.

11.2.2 Where you can find the material of the slides

The material of these slides is available under section 5.2 of the Audit Manual and Audit Tool #7/ Fraud risk assessment guidance tool to assess Ministry wide fraud risk, which present the relationship between internal audit and the anti-fraud and corruption mechanisms of the auditee.
Chapter 4

Slides curriculum
THE OPERATION OF THE INTERNAL AUDIT IN THE HELLENIC PUBLIC ADMINISTRATION

TRAINING PROGRAMME
1. INTRODUCTION
1. INTRODUCTION

Seminar agenda (1/2)

• Introduction to Internal Control
• Egklīmatologikoí-Diereynītikoí Checks forensic audit/Esōterikós Epitheōrīseis-Ēreynes/Control
• The concept of independence of Internal Audit and the relationship with the Heads of public institutions, including the political leadership and senior management staff
• Development of an effective functioning Internal Audit
1. INTRODUCTION

Seminar agenda (2/2)

• The role of the Rules of Operation (internal audit charter of the Internal Audit Unit)
• Development plan for controls based on risk assessment and mapping
• Control valves
• Planning an audit mission
• Conduct an internal audit mission
• The role of internal auditor in the assessment of risks of fraud and corruption prevention
• In drafting the report of the internal audit
# 1. INTRODUCTION - Training schedule

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<thead>
<tr>
<th>OVERVIEW OF COURSE</th>
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<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
<th>Day 5</th>
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<tr>
<td>Building An Effective Audit Function</td>
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<tr>
<td>1. Introduction to the Course</td>
<td>• Objectives</td>
<td>• Schedule</td>
<td>• Approach</td>
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<tr>
<td>2. Introduction to Internal Audit</td>
<td>2.1. Role and Objectives</td>
<td>2.2. IA versus Inspection/Investigations/Forensic Auditing</td>
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<tr>
<td>3. Defining Independence and Relationship with Administrative Management and Elected Officials</td>
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<td>4. Developing an Effective Internal Audit Function</td>
<td>4.1. Role of Chief Audit Executive</td>
<td>4.2. Developing a Business Case to support the implementation of Internal Audit</td>
<td>4.3. Audit Committee; Scope, Activities, and maintenance</td>
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<td>Undertaking An Audit Engagement</td>
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<td>5. Role of the Audit Charter</td>
<td>Group Exercise A) Developing an Audit Charter</td>
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<td>7. Internal Controls</td>
<td>7.1 Definitions and how to develop internal controls</td>
<td>7.2 Role of Internal Audit within the Internal Control system</td>
<td>7.3 Role of Internal Audit versus Internal Controls</td>
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<tr>
<td>10. Introduction to Fraud/Corruption Risk Assessments</td>
<td>10.1. The role of Internal Audit in fraud/corruption prevention and deterrence</td>
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<tr>
<td>11. Reporting on an Internal Audit</td>
<td>11.1 Overview of Steps in examination Phase</td>
<td>11.2 Role of Auditor and Auditee</td>
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<td>Group Exercise D) Case Study: Developing Internal Controls</td>
<td>Group Exercise E) Case Study:</td>
<td>Group Exercise G) Case Study:</td>
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1. INTRODUCTION

Training methodology

- Educational material to participants before the start of the seminar
  - OECD material developed in cooperation with the Fight Against Corruption
  - Material A
  - Other material by public bodies

- The presentation of the seminar
  - Notes for participants

- Exercises
  - 10 practical examples with collective participation for understanding of the theory

- Discussion between rapporteur — trainees
  - Interaction with Q & A on the trainees face in their working environment.
2. introduction to Internal Control
Introduction of internal audit in 2.

What you will know at the end of that section:

- Separation between the Internal Control System and Internal Audit function
- Definition, functions and objectives of an internal audit function
- Now the relationship of internal control with egklīmatologikoýs-diereynītikoýs forensic audits (auditing)
Introduction of internal audit in 2.

2.1 Separation between the Internal Control System and Internal Audit function

In Greek, for the performance of both the term ‘internal control’ and the term ‘internal audit’ is often used indiscriminately on the term “internal audit”. These two conditions, as used in the English language, are not synonymous and do not describe the same functions.

The term “internal control”, whether or not accompanied by the words ‘system’ or ‘framework’, essentially refers to the Internal Control System (ICS). On the other hand, the term “internal audit”, whether or not accompanied by the words ‘function’ or ‘activity’ refers to the operation or activity of the Internal Control (EU).

- The Internal Control System is a continuous functioning of the administration to address the risks that threaten the objectives of the organisation
- Internal Audit is an independent audit of the adequacy and quality of the individual arrangements of the Internal Control System.
Introduction of internal audit in 2.

2.2 — Appointment, mission and objectives of an internal audit function
In accordance with the IIA “Internal Audit is an independent and objective, diavevaiōtikí and advisory activity designed to add value and improve the operations of an Agency. The Agency helps to achieve the objectives of the, taking a systematic, professional approach to assessing and improving the effectiveness of governance, risk management, and internal control mechanisms’.
Introduction of internal audit in 2.

2.2 — Appointment, mission and objectives of an internal audit function

- Internal audit is a professional and independent evaluation function which provides advice on administrative procedures and practices within the ministry/agency.
- Internal Audit aims to provide assurance on the correct functioning of governance processes, risk management and control activities.
- The assurance function is crucial in the context of government efforts to enhance accountability and transparency in the functioning of public institutions and the sound management of taxpayers’ money.
Introduction of internal audit in 2.

2.2 — Appointment, mission and objectives of an internal audit function

- The activities of the internal audit focused on management systems and governance, operational procedures and practices, but the integrity of financial and non-financial information.
- Results of internal audits contribute to identify priorities and to provide recommendations to improve the efficiency of public institutions.
- The internal audit provides important services, such as detection and prevention of fraud, the control of the system of internal control and monitoring of compliance with the legislation and policies.
Introduction of internal audit in 2.

2.3 The Egklīmatologikoí-Diereynītikoí checks forensic audit with regard to the Internal Audit and the Epitheőríseis-Éreynes

The environmental surveillance in Greece consists of five main types of bodies/institutions and activities: the Ministerial Internal Audit Units, the Colleges Epitheóρīsīs-Elégchoy, Court of Auditors, control activities that are provided by the State General Accounting Office, which is the structure of the Ministry of Finance and the Secretariat-General for the Fight against Corruption (Fight Against Corruption), under its founding Law is responsible to provide guidance and to ensure that skills development and monitoring of the internal audit function.
Introduction of internal audit in 2.

2.3.1 Depending on the body providing audit it is Internal and External audit:

<table>
<thead>
<tr>
<th>Internal Audit</th>
<th>External Audit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depending on the body providing audit it is Internal and External audit:</td>
<td></td>
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</tbody>
</table>

- **Internal Audit**: Eλέγχος Εσωτερικού
  - Conducted by the company itself or by an independent body.
  - Such as the auditor general or a commercial court.

- **External Audit**: Ελέγχος Εξωτερικού
  - Conducted by independent auditors or audit firms.
  - Conducted on behalf of the shareholders or the company itself.

---

**Oι Εξωτερικοί Ελεγκτές ή τα Ανώτατα Ελεγκτικά Όργανα (SAIs), αναφέρονται στο Νομοθέτη ή στη Βουλή (και έμμεσα στην Κοινή Γνώμη). Τα SAIs αναλαμβάνουν:**

- Κανονιστικούς Ελέγχους, με επίκεντρο την οικονομική ευθύνη και την αξιολόγηση των χρηματοοικονομικών συστημάτων και συναλλαγών. Την αξιολόγηση των λειτουργιών του συστήματος εσωτερικού ελέγχου, καθώς και την ακεραιότητα και ορθότητα των αποφάσεων της Διοίκησης των δημόσιων φορέων.
- Ελέγχους Απόδοσης που αξιολογούν την οικονομία, την αποδοτικότητα και την αποτελεσματικότητα της λειτουργίας των φορέων.
- Αξιολογήσεις της αποτελεσματικότητας της λειτουργίας του Εσωτερικού Ελέγχου ως δομικού στοιχείου του συστήματος εσωτερικού ελέγχου.

---

**Oι Εσωτερικοί Ελεγκτές εργάζονται για λογαριασμό και αναφέρονται στην ελεγχόμενη ουτότητα (διαχειριστικά στη Διοίκηση και λειτουργικά σε αυτούς που είναι επιφορτισμένοι με τη Διακυβέρνηση, όπως μια Επιτροπή Ελέγχου).**

Η Διοίκηση συχνά εγκαθιστά μια λειτουργία εσωτερικού ελέγχου ως μέρος του συστήματος εσωτερικού ελέγχου, προκειμένου:

- Να εξετάσει και να συνεισφέρει στη συνεχιζόμενη αποτελεσματικότητα της δομής του συστήματος εσωτερικού ελέγχου, και
- Να αναδευρήσει, αξιολογήσει και αναφέρει επί της επάρκειας των δικλίδων ελέγχου και ως εκ τούτου, ο Εσωτερικός Έλεγχος δεν αναλαμβάνει την υλοποίηση συγκεκριμένων διαδικασιών που εντάσσονται στο σύστημα εσωτερικού ελέγχου, καθώς αυτό θα επέφερε συγκρούσεις με το ρόλο του ΕΕ ως υπηρεσία διασφάλισης για την επάρκεια του συστήματος εσωτερικού ελέγχου.
Introduction of internal audit in 2.

2.3.2 Depending on the level and characteristics of the risk and responsibility as distinguished epitheōríseōn-ereynón high-risk cases, for support for cases which may result in criminal, civil or disciplinary responsibility and referred to as “Forensic Auditing”, and investigations related to administrative matters. The Internal audit lies somewhere.

«Forensic Auditing»

- Ερευνητικός Έλεγχος που αναλαμβάνεται ειδικά για τη διερεύνηση υποθέσεων και τη συλλογή στοιχείων που να μπορούν νομίμως να χρησιμοποιηθούν στο πλαίσιο της διαδικασίας απόδοσης ιταλο-χαιδιακών ή/και ποινικών ευθυνών
- Στοχεύει στην αποκάλυψη απάτης και παράνομων ενεργειών

Εσωτερικός Έλεγχος

- Προληπτική διασφάλιση με βάση τον κίνδυνο – Παρέχει πληροφόρηση για ενδεχόμενη αποτυχία των δικλίδων εσωτερικών ελέγχου, συμπεριλαμβανομένου του εντοπισμού απάτης και της προστασίας των παγίων περιουσιακών στοιχείων
- Συστηματική, πειθαρχημένη προσέγγιση για την αξιολόγηση και τη βελτίωση της αποτελεσματικότητας της διαχείρισης του κινδύνου, των δικλίδων και των διαδικασιών διοίκησης και διακυβέρνησης του φορέα

Έρευνες

- Έρευνες για καταγγελίες που αφορούν σε θέματα που δεν έχουν ποινικό ενδιαφέρον και αφορούν κυρίως άσκηση κακοδικίας και χαμηλής παραγωγικότητας που ενδεχομένως να αφορούν και σε πλημμελή άσκηση καθηκόντων σύμφωνα με τον Κώδικα Δ.Υ.
- Επίσημη έρευνα, ως προς την ουσιαστική βασιμότητα της καταγγελίας και υποβολή αποτάσεων για αποκατάσταση
3. the concept of independence of internal audit and the relationship with the Heads and senior staff members of the public, including political officials
3. the concept of independence of internal audit and the relationship with the Heads and senior staff members of the public, including political officials

What you will know at the end of that section:

- The content of the independence and objectivity of the internal audit
- The position of the internal audit function in the organisation chart of the Ministry of
3. the concept of independence of internal audit and the relationship with the Heads and senior staff members of the public, including political officials

3.1 The International Standards for the Professional Practice of Internal Auditing shall designate the following for internal control:

Standard 1100 — Independence and Objectivity

The internal audit activity must be independent and internal auditors must be objective in the performance of their tasks.

*What does this mean?*

Independence is the exemption conditions under threat posed by the possibility of control activities to perform internal auditing function in a non-discriminatory manner. To achieve the necessary independence in order to effectively carry out tasks regulating the activity of internal audit, the Head of Internal Audit has direct and unrestricted access to senior management and the heads and senior management of the organisation (*).

(*) In the case of Greek public administration include heads of public bodies (single-person bodies or Councils Administration) and judicial officials, executives, managers or staff deployed by the political leadership.
3. the concept of independence of internal audit and the relationship with the Heads and senior staff members of the public, including political officials

3.1 The International Standards for the Professional Practice of Internal Auditing shall designate the following for internal control:

**Standard 1110 — Organisational Independence**

The Head of Internal Audit must indicate a hierarchical level within the organisation that allows the internal audit activity to fulfil its responsibilities. The Head of Internal Audit must confirm to the Heads and senior management of the Agency (the Board referred to in standards) at least annually, the organisational independence of the internal audit activity.

Ministerial Internal Audit Units reporting directly to the Minister (or the designated each time by the provisions of Reference Body).

The following Table presents some of the criteria used by the INTOSAI (*) to assess whether an internal audit function is independent. Independence is defined as freedom from addiction, or influence or control by, another person or organisation.

(*) It is the International Organisation of Supreme Audit Institutions, issued by the International Standards of Supreme Audit Institutions (International Standards of Supreme Audit Institutions).
3. the concept of independence of internal audit and the relationship with the Heads and senior staff members of the public, including political officials

3.2 Location of internal control within the institution

The Internal Audit Service:
• It is responsible for the top management and reported to the head of a public body, and those who have a governance.
• It is established organisational outside its operational and administrative functions of the audited body.
• It is sufficiently independent of pressure in order to carry out checks and to report findings, opinions and conclusions objective, without fear of reprisal.
• Not permissible to management of internal audit to verify the operational and administrative activities for which they were responsible at an earlier date, in order to avoid any potential conflict of interest.
4. development of an effective functioning Internal Audit
4. development of an effective internal audit function

What you will know at the end of that section:

- Roles and competences/skills of the Head of Internal Audit (Head M.E.E.) and other strains of M.E.E.
- The necessary steps to introduce the functioning of Internal Audit
- The role of the Ministry
- Quality control internal audit function
4. development of an effective internal audit function

4.1 The role of head of internal audit
The head of internal audit is responsible for providing guidance, adopting the programmes of checks, prioritisation and implementation of internal audits on the basis of a risk assessment, in order subsequently to present an independent report on the adequacy and effectiveness of risk management, control and governance processes within the Ministry. Alternatively and in the context of his specialisation, the head of the internal control and the internal audit team providing advisory services for their organisation and recommendations geared to resolving issues for the improvement of risk management, control and governance processes.

A detailed description of the tasks of Head of Internal Audit and of other members of the audit team, proposed by the OECD and presented in the relevant Chapter of the Manual of Internal Audit, episkopísoyme immediately.
4. development of an effective internal audit function

4.2 Essential capabilities/skills of the Head of Internal Audit and of other strains of M.E.E.

A. Skill in the implementation of internal control standards, procedures and techniques.

B. Skill on accounting principles and techniques. The auditors to work extensively on financial data and reports must have experience in the public accounts and budget.

C. Understanding the principles of administration and operation of a public body which enables inspectors to recognise and evaluate the principle of materiality and the relevance of derogations from sound business practices.
4. development of an effective internal audit function

4.2 Essential capabilities/skills of the Head of Internal Audit and of other strains of M.E.E.

D. Knowledge of the basic principles of administrative law, taxation, public finance, the institutional framework for public procurement and technology computer systems.

E. In addition, the inspectors must have the relevant skills as regards contact with the auditees and to communicate effectively both orally and in writing.

The table below shows the competence framework to be placed on the Internal Audit Units of the Civil Service. The definition of required staff capacities contributes to the description of tasks and the design of organisational function of the Internal Audit Units.
### 4. Development of an Effective Internal Audit Function

<table>
<thead>
<tr>
<th>Category</th>
<th>Competencies</th>
<th>Performance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Technical Competencies</strong></td>
<td>• Katamónh tóu pliasiáou IPPF&lt;br&gt;• Eiddhímwn diákubérrhshís, kíndúnwn kai&lt;br&gt;  eileíkhou&lt;br&gt;• Krítikí skékí&lt;br&gt;  • Méthodołogíjêes éreuvnas&lt;br&gt;  • Eixeúkueusí se éna toimía (logístikí, &lt;br&gt;oikonomikí, statistikí, k.k.)</td>
<td>64% 39% 24% 13%</td>
</tr>
<tr>
<td><strong>Operational Competencies</strong></td>
<td>• Stratetigikí&lt;br&gt;• Díárbhroí tou orghanísmou&lt;br&gt;• Proótopológhismós&lt;br&gt;  • Diáxeirhs érgwn&lt;br&gt;  • Diáxeirhs tis apódoúsí</td>
<td>16% 24% 25% 25%</td>
</tr>
<tr>
<td><strong>Competencies of the Staff</strong></td>
<td>• Epírrph&lt;br&gt;• Diapragmáteusís&lt;br&gt;• Lípsi apofáseus&lt;br&gt;• Epíkoionía&lt;br&gt;  • Ikanóttites diáxeirhshis anqrwpíwnwn&lt;br&gt;  pórwn (prósallípsi, epílogh, &lt;br&gt;tospéthése kai parámoun twn&lt;br&gt;  eixeúkueuménon stelhwn)</td>
<td>14% 21% 25% 23%</td>
</tr>
<tr>
<td><strong>Ethical Competencies</strong></td>
<td>• Anáptuxh omodikíou pneúmatos&lt;br&gt;• Prōestomía kai kathodhíghsh&lt;br&gt;  • Parakínnhsí píros ushles epídoúsíwn&lt;br&gt;  • Kynntopoiísh kai emíneusís&lt;br&gt;  • Diáxeirhs twn allagón</td>
<td>6% 16% 26% 39%</td>
</tr>
</tbody>
</table>
4. development of an effective internal audit function

4.3 Develop a practical example establishing internal audit function

Key initial steps

The first time a running-in period is essential. The following 21 steps help in establishing the operation.

1. In cooperation with the competent departments of the Ministry of katanoíste the legal basis for the establishment of the internal audit function, the scope, the responsibilities and powers.

2. Create channels of communication with the Head of Organisation and introduce a continuous programme of meetings with them, as well as channels of communication with the Secretariat-General for the Fight Against Corruption.

3. Introduce professional relations with all of the senior management and find out the Ministry’s ergásies and participating in meetings.
4. development of an effective internal audit function

4.3 Develop a practical example establishing internal audit function

4. Understand and make the application of the auditing standards of the IIA and the future development of the internal audit function.

5. Familiarise yourself with the agency’s system of internal control and audit within the traditional administration of an organisation, such as that of COSO 2013 (IC-IF) *, and the system of Public Internal Control (PIC) used in many EU countries.

6. Become a member of the Institute of Internal Auditors (ETF) in order to connect with the wider community control and access to sources of professional development.

(*) It is the most well-established worldwide Standard for Internal Control System an Agency
4. development of an effective internal audit function

4.3 Develop a practical example establishing internal audit function

7. Estimate the needs in terms of staff and resources to ensure an efficient internal audit function and any of the main reasons for adequate staffing of the JCC.

8. Place of PBE staff with the appropriate skills and experience.

9. Meet senior management in order to find out what they expect from the internal audit function and start to identify the control environment.
4. development of an effective internal audit function

4.3 Develop a practical example establishing internal audit function

10. Promote the use of self-assessment of internal controls of the organisation to control edraiōsete a culture of acceptance of the audit to help the controlled entities are “audit preparedness” and to support the determination of the control environment, the risk assessment process and the identification of audit priorities. This activity should include the following: training of administrators on self-assessment of controls and helping with the identification of apatoýmenōn improvements to finding in “audit preparedness”. This will also help the audit team to ascertain the procedures used, to evaluate the controls and to identify common issues for debate.
4. development of an effective internal audit function

4.3 Develop a practical example establishing internal audit function

11. Ekpaideýste senior management with regard to the role and methods of internal audit standards, the different types of audit, internal audit controls, etc.

12. Write the rules of internal control and get the approval of the management for the development of its mission, vision, basic values and a strategic plan. Start to enter the foundation for the need to create an Audit Committee, which will assist you in providing apotelesnatikón internal auditing services.

13. Do you perform a risk assessment including the prioritisation of risks and the recognition of those which could be tackled directly, in order to demonstrate the added value of the internal audit function. Specify the acceptable risk taking (risk tolerance).
4. development of an effective internal audit function

4.3 Develop a practical example establishing internal audit function

14. On the basis of the initial risk assessment, a draft audit action. As a minimum the preliminary draft audit action should be discussed with the external auditors to avoid duplication as much as possible.

15. Start to perform internal audits efarmozóntas draft audit action, acknowledging the fact that higher administration may need a faster implementation plan.

16. Apply a quality assurance and improvement plan (QAIP). This must be addressed as a continuous and ongoing activity.
4. development of an effective internal audit function

4.3 Develop a practical example establishing internal audit function

17. Identify the training needs and the individual programmes, training of staff on the basis of a procedure for the evaluation of existing skills and acquiring epaggelamτikόν certifications such as the CIA, CGAP, CISA, CFE, CPA, etc.

18. Introduce a system of continuous communication and provision of information between the internal audit function and the heads and staff of ministries, including continuous promotion of internal control. This entails the creation of communication tools that will describe the role and responsibilities of internal audit as well as findings from audit reports according to the rules of the “Open Governance and data protection.”
4. development of an effective internal audit function

4.3 Develop a practical example establishing internal audit function

19. Introduce a monitoring framework (including the creation of a database to check the implementation of the audit plan of action and any corrective amendments) to anadeíxete the presence of the audit and to communicate its contribution to achieving the objectives of the organisation.

20. Create relationships with external auditors to you the effective provision of independent assurance services within the organisation.

21. Create links with the wider community control with a view to promoting continuous improvement and innovative thinking.
Therefore, 2 important tools for the more efficient operation of the internal audit are the following:
4. development of an effective internal audit function

4.4 Committee on: Objective and activities
Although not currently applicable in Greece, it would be important to consider the establishment of audit committees in ministries. In accordance with international practice, the audit committee is responsible for the monitoring, supervision and assessment of the tasks and responsibilities of the administration, internal and external auditors, since those tasks and responsibilities related to the control procedures of the Agency’s work.
The Committee on Budgetary Control is also responsible for finding a satisfactory solution to all major issues reported by the Internal Audit Unit, the external auditors and other oversight bodies of the Public Administration. Finally, the audit committee shall be responsible for reporting any important matter concerning the control procedures of the Agency.
4. development of an effective internal audit function

4.4 Committee on: Objective and activities

Commission Control of the Ministry (ERI)

The ERIs should be independent and should be composed of senior officials of the Administration, plus one or two external members from institutions such as the Court of Auditors or Colleges epitheórīsīs- Control.

These Committees should provide impartial advice and recommendations to the Head of Agencies on the adequacy and quality assurance activities and adequate and proper functioning of the risk management system, the framework and the control procedures and the governance system of the body. These Committees should meet four times a year.

The Control Committees together with the internal audit function are important safeguards internal control in the Internal Control System of the Ministry.
4. development of an effective internal audit function

4.4 Committee on: Objective and activities
Commission Control of the Ministry (ERI)
Need to draft rules of EVS, the main subjects which will include:
• The supervision of the functioning of the Ministry of Internal Audit
• Examination of the proposed annual control plan for the functioning of Internal Audit, prepared under registration and risk assessment
• The reception and evaluation together with the senior management of the Annual Summary Report Assurance.
4. development of an effective internal audit function

4.5 Quality control internal audit function

In accordance with the International Standard 1300 — Programme and Quality Improvement Diavevaíōsīs The Head of Internal Audit must develop and maintain a quality assurance and improvement programme of the internal audit function.

Whereas according to Standard 1310 — Requirements of the Quality Improvement Programme Diavevaíōsīs and “quality assurance and improvement programme must include both internal and external assessments”.

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4. development of an effective internal audit function

4.5 Quality control internal audit function

Internal ratings (Standard 1311) should include:

- On-going monitoring of the performance of the internal audit function.
- Periodic self-assessments or assessments by persons within the organisation with sufficient knowledge of internal audit practices.
5. the Rules of Procedure (Statute) of the Internal Audit
5 Internal Audit Rules of Procedure

What you will know at the end of that section:

- What is the role of Internal Audit Procedure
- How to create the Operating Rules of Internal Audit in your organisation
5 Internal Audit Rules of Procedure

5.1. role of the Operating Rules of the Internal Audit Standard 1000 — Purpose, Jurisdiction and Liability

“The purpose, jurisdiction and responsibility of the internal audit function should be formally defined in an approved by the Heads and senior management of the Agency Rules of Procedure (Statute), in accordance with the Mission of Internal Audit and the mandatory elements of the International Training Framework (Fundamental Principles for the Further Implementation of Internal Auditing, the Code of Ethics and the Standards Definition of Internal Auditing). The head of internal audit should revise the Rules of Procedure (Statute) internal control on a regular basis and make it into account the Chief Observer and the senior management of the Agency for approval’.
5 Internal Audit Rules of Procedure

5.1. role of the Operating Rules of the Internal Audit
The Rules of Procedure of the internal audit is an official document:
• shall define the purpose, authority and responsibility of the internal audit function
• define the position of the internal audit function within the organisation
• allow access to records, personnel, and relevant to the performance of the tasks and functions of the body
5 Internal Audit Rules of Procedure

5.2 How to set up the Operating Rules of Internal Audit in your organisation

Standard Operating Procedure

To facilitate the creation and standardisation of rules, the Internal Audit Manual contain proposed standard Operating Rules.

The first 7 fields should be present in all operating rules stipulate.
5. the role of the Rules of Procedure (Statute) of internal control

Group Work A) Developing an Operating Rules of Internal Audit — 30 minutes

Chōristeíte 2 groups

1. Please check for the 10 Statute Proposed OECD and then 2 panels with one representative to reply briefly to the following questions:

A. Group

- What is the purpose, context and the guidelines set out in the Rules of Internal Auditing in a State Agency?
- What is the purpose, tasks and scope of Internal Audit in accordance with the Statute?

B. Group

- What are the roles and responsibilities of the bodies involved in the drafting and approval of the Statute?
- What are the duties of Head of Internal Audit (accountability), how the independence and objectivity of the Internal Audit, what is the power in the organisation, and what are the activities may not be involved?
6. development plan under registration checks and risk assessment
6. development plan under registration checks and risk assessment

What you will know at the end of that section: What is the development plan audit action based on risk assessment (RBAP)

- What is the risk assessment process and why is it important for planning the audit action
- What are the main steps for preparing the audit action plan based on the risk assessment
- The methodology development plan of checks on the basis of the risk assessment
- Authorisation procedure and communication action plan audit
6. development plan under registration checks and risk assessment

6.1 Then example flow diagram for the preparation of a programme of risk-based controls
The following flow chart reflects the main steps for the drawing up and adoption of a programme of verification missions under registration and risk analysis.
INTERNAL AUDIT UNIT

Analysis by activity — Identify areas in high risk areas

Prioritising risk areas by degree of risk

Assessment of the level of per region

Assessment of opportunities of Medical Boards Testing in accordance with staffing

Identification of areas for inspection

Drawing up and submission of the annual action programme administration

Finalisation of the programme. Notification to the Administration

Information for auditors for the approval of the annual programme

ADMINISTRATION — COMMISSION INSPECTION

Discussion of the programme with the Administration — Audit Committee. Adoption

Adoption of Annual Programme

A CONTROLLED SECTION
6. development plan under registration checks and risk assessment

6.1 What is the development of an audit plan based on risk assessment

Drawing up the annual programme constitutes the essential function of the Internal Audit Unit. Are the starting point and at the same time the driver drives the proper functioning and the status of the unit. The key steps in the development of the audit plan based on risk assessment are:

- Registration of the organisation
- Risk assessment
- List of risks (risk-register) and a risk map
- Drawing up the annual audit plan on the basis of risks and availability in working hours of each unit
- Plan approval by Commission and any official appointed as Body Reference.
6. development plan under registration checks and risk assessment

6.1 What is the development of an audit plan based on risk assessment

Internal Audit shall establish and implement a plan of audit engagements on the basis of a risk analysis. The spotlight consists of ensuring that this includes:

- Any risks or problems with control activities identified by the administration or the external auditors
- Annual audits relating to the procedures for financial management and submission of financial statements to the GAO
- Governance processes, day-to-day operation and the provision of services to citizens and businesses, based on the mission and objectives of the body
6. development plan under registration checks and risk assessment

6.1 What is the development of an audit plan based on risk assessment

In accordance with the International Standards for the Professional Practice of Internal Auditing 2000 & 2010 “The chief audit must manage effectively the internal audit function to ensure that adds value to the organisation. The head of internal audit must draw up a control plan based on risk assessment, to determine the priorities of the internal audit function, in line with the purposes of the organisation. To better assess the risks the administration should periodically conduct “Evaluation Κινδύνων-Risk Assessment”. 
6. development plan under registration checks and risk assessment

6.1 What is the development of an audit plan based on risk assessment

What is the risk?
The risk refers to the effect of uncertainty on objectives. It is an expression of the likelihood and impact of an event with the potential to affect the achievement of the objectives of an organisation. Therefore:

\[
\text{RISK} = \text{LIKELIHOOD} \times \text{IMPACT}
\]

Determining the risks in each institution, as well as potential consequences, can be exploited information collection tools, including interviews, surveys, meetings and seminars for collecting additional data.
6. development plan under registration checks and risk assessment

6.2 What are the main steps for preparing the audit action plan based on the risk assessment

In practice, the Head of Internal Audit function in cooperation with his team, prepares the Audit Plan. It is proposed to be drawn up until the 15st day of December of the year preceding the beginning of the reference period of the plan, which refers to Term (3 years) allocated to short-term (annual).
6. development plan under registration checks and risk assessment

6.2 What are the main steps for preparing the audit action plan on the basis of a risk assessment:

- The first step consists of the identification of all possible controlled entities/functions within the organism, constituting the so-called “Environment” (see Chapter IV of the Internal Audit Manual). Examples of determining the Environment Control at the level of organisational units/entities and functions will be provided through the Collective Work B and C, which will follow.

- The second stage involves the recording of all potential hazards associated with the control environment.

- The third stage should set priorities, the importance of the risks and relevant diagram (explained below).
6. development plan under registration checks and risk assessment

6.2 What are the main steps for preparing the audit action plan on the basis of a risk assessment:

- The fourth stage involves the formation of inspection missions on the basis of the risks identified at an earlier stage, taking into account issues that need to be addressed as a matter of priority.
- Fifth, approval of the plan and ensure the necessary resources for the implementation of the audit plan of action, and
- The sixth step reported on the progress of implementation and the challenges with the implementation of the project.
6. development plan under registration checks and risk assessment

6.3 Methodology development plan of checks on the basis of the risk assessment
6. development plan under registration checks and risk assessment

6.3 Methodology development plan of checks on the basis of the risk assessment

The risk-mapping includes a table with the examination of the possible impact of a hazard in relation to the estimated probability of occurrence of a risk.

**ΑΝΤΙΚΤΥΠΟΣ**: Ποιος είναι ο αντίκτυπος του κινδύνου αυτού στην ικανότητα του οργανισμού να επιτύχει τους στόχους του;

- **Υψηλός Κίνδυνος** – οι στόχοι και η αποστολή του οργανισμού τίθενται σε σημαντικό κίνδυνο
- **Χαμηλός Κίνδυνος** – ο έλεγχος των περιοχών αυτών θα έχει μικρή προστιθέμενη αξία

**ΠΙΘΑΝΟΤΗΤΑ**: Είναι σίγουρο ή απίθανο να επέλθει ο κίνδυνος;
6. development plan under registration checks and risk assessment

6.3 Methodology development plan of checks on the basis of the risk assessment
6. development plan under registration checks and risk assessment

6.3 Methodology development plan of checks on the basis of the risk assessment

- The available Hours of the Audit Panel (DŌEO) shall be calculated as follows:
  
  \[ \text{DŌEO} = \text{Working days} - \text{Days absent (illness)} - \text{Public holidays} \]

- The inspection plan shall be drawn up by the Head of internal audit function in cooperation with the other audit staff and may be reviewed.

- The plan shall be monitored by the Head of the internal audit function, inform the Commission quarterly on the state of implementation.
6. development plan under registration checks and risk assessment

6.3 Methodology development plan of checks on the basis of the risk assessment
When establishing the internal audit plan, account must be taken of all the claims of senior management and the internal audit function’s ability to rely on the work of the other internal and external providers of assurance. The sketch below shows an example of a project and ensure that key stages.
6. development plan under registration checks and risk assessment

6.3 Methodology development plan of checks on the basis of the risk assessment

3. Εντοπισμός των δικλίδων ελέγχου στο σύνολο του οργανισμού και εκτίμηση επιπέδου αποτελεσματικότητας

4. Εντοπισμός προγενέστερων εσωτερικών, εξωτερικών ή διερευνητικών εργασιών που έχουν πραγματοποιηθεί

5. Αξιολόγηση της κάλυψης ως προς τη διασφάλιση και αναγνώριση των ελλείψεων για την ενημέρωση των μελλοντικών ελεγκτικών εργασιών

2. Εντοπισμός υφισταμένων δικλίδων ελέγχου διοίκησης και εκτίμηση του επιπέδου αποτελεσματικότητάς τους

1. Εντοπισμός ελεγχόμενων οντοτήτων υψηλού κινδύνου

Εντοπισμένες περιοχές κινδύνων

- Χαμηλή διασφάλιση
- Μέτρια διασφάλιση
- Υψηλή διασφάλιση

Δικλίδες που θέτει η Διοίκηση (1η γραμμή άμυνας)

Εποπτεία οργανισμού (2η γραμμή άμυνας)

Ανεξάρτητη (3η γραμμή άμυνας)

Νόμιμος
Χρηματοοικονομική αναφορά
Χρηματοδοτική διαδικασία
Τεχνολογία της πληροφορίας
Στελέχωση, εργασιακές σχέσεις
Λειτουργίες
Σύναψη συμβάσεων
Προμήθεια
Έσωδα-Φήμη
Ρυθμιστική αρχή & Ενδιαφερόμενη μέρη
Προμηθευτές & Βασικές σχέσεις

Πάροχος απόδοσης
Πάροχος διαφάνειας
Αποτελέσματα

Πάροχος απόδοσης
Πάροχος διαφάνειας
Αποτελέσματα

Τεχνικό διαφάλλοντας
Απόταση ανεξάρτητης διαφάλλωσης
Καταγραφή των αλληλεπιδράσεων
Διαφάλλες

Διαφάλες
6. development plan under registration checks and risk assessment

6.3 Methodology development plan of controls on the basis of a risk assessment: The services included in the inspection plan can be classified in three areas:

- The services included in the inspection plan can be classified in three areas:
  - **Paradigmatic disposal**
  - **Appraisal and disposal**
  - **Consultative services**

**Paradigmatic disposal**

- The execution of the inspection plan under registration checks and risk assessment.
- The services included in the inspection plan can be classified in three areas:
  - **Hekaleia enos elergou summobofwseis kai prosokalliasis enos sygkekrimenou toimea, dieregasias h syastmatos pou aforoun politikes, scheidia, diadikasies, normous, kainovsios, sumpwnies h alles apaitseis pou diestein tis diezagoni enos toimea, miais dieregasias h enos syastmatos pou upokeitei se elergo.**
  - **H diezagoni eparkwn ergasiai gia tin parochi gnwsmidotiseis, oson afora tis synolikis artopita kai apotelxematikotita tis diakuburneis tou organismou, tis diaxeirias twn kinnwpan kai twn diadikasinwn elergou.**

**Appraisal and disposal**

- The evaluation and the judgment of a strict plan, the execution of the risk assessment.
- The services included in the inspection plan can be classified in three areas:
  - **H aexiologhisei kai h ektheza schetika me tin apodotikotita, tin apotelxematikotita, tin oikonomia twn leitourgwn, twn drasthrihtwn h twn programpamattwn, h h diezagoni apodotin elergou wos pros tis diakuburnhseis, tis diaxeirias twn kinnwpan kai tis suystema elergou. O elergos apropodosia/oiokoomikhs apodotikotitas kaluptei ollo to fasma twn leitourgwn kai epiexxreiaxikwn dieargasion, twn schetikon diklidwn elergou tis diokhseis kai twn epipetwzwm apotelxematwn.**

**Consultative services**

- The consultative services included in the inspection plan can be classified in three areas:
  - **Oi sumboulveutikhs upireseis sumblloun sto diexukulwse kai ohi sto diakuburnhse, enw perilaibamwv kattartiseis, ektheses anaptwseis suystematwn, autotaxiologhseis tis apropodosis kai twn diklidwn elergou kai parochi sumboulwv. Ta basika paradoteta perilaibamwv: tis autotaxiologhseis twn diklidwn elergou, tis parochi uposthrihseis stin anaptwseis tou platoi suystematos eswterikou elergou kai aexiologhseis prosanaptoleismwn sto diokhse.**
6. development plan under registration checks and risk assessment

6.4 Consent procedure and communication action plan audit
In accordance with Standard 2020 “the head of internal audit must notify the design for the internal audit function and resource requirements, including significant interim changes, to senior management and the head of the agency, for review and approval’.
6. development plan under registration checks and risk assessment

6.4 Consent procedure and communication action plan audit

- The adoption of the 3 year and the annual inspection plan will be done by the Audit Committee and any official designated Body Reference.

- Proposed control plan for Analytical Quarterly and pension, to be established by other management staff of the internal audit function and will be authorised by the Head, following the adoption of the annual plan and within 15 days from the start of the first month of the quarter concerned.
6. development plan under registration checks and risk assessment

6.4 Consent procedure and communication action plan audit

If the proposal for a Quarterly detailed plan for each audit identified in this:

- The head of the audit
- Members of the audit team
- The timetable for implementing the control

In Quarterly Analytical spotlight audits and follow-up audits may be foreseen (by sending a questionnaire) on findings of previous audits High Risk.
6. development plan under registration checks and risk assessment

**Group Work B) Case Study:** Developing a control environment (organisational unit/body functions/responsibilities and procedures)

30) — Chōristeíte into 3 groups. One representative of each Group will answer the questions of the working group B

I. Public information indicator functions:

<table>
<thead>
<tr>
<th>FUNCTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public revenue collection</td>
</tr>
<tr>
<td>Human resources management</td>
</tr>
<tr>
<td>Financial management (planning and execution, PCs)</td>
</tr>
<tr>
<td>Control of natural and legal persons</td>
</tr>
<tr>
<td>Supplies</td>
</tr>
<tr>
<td>Monitoring of the implementation of the regulatory framework</td>
</tr>
<tr>
<td>Record keeping</td>
</tr>
</tbody>
</table>

(record 2) and 2 operational support
6. development plan under registration checks and risk assessment

**Group Work B) Case Study:** Developing a control environment (organisational unit/body functions/responsibilities and procedures)

II. Information indicative public organisations:

<table>
<thead>
<tr>
<th>PROCEDURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>On the basis of records of licence</td>
</tr>
<tr>
<td>Action Grants</td>
</tr>
<tr>
<td>Budget drafting Directorate-General for Financial Services</td>
</tr>
<tr>
<td>Accounting requirements by legal and natural persons</td>
</tr>
<tr>
<td>Repayment supplier</td>
</tr>
</tbody>
</table>
6. development plan under registration checks and risk assessment

**Group Work B) Case Study:** Developing a control environment (organisational unit/body functions/responsibilities and procedures)

III. Is given in the following slides extract of Agencies and Bodies of the Ministry of Finance by the updated register SERVICES AND BODIES of the Hellenic administration (notification 6/2017). Specify the control environment, if controlled only:

- 1nd panel: General and specific secretariats within Ministry
- 2nd panel: Legal persons under public law and public limited companies within the State
- 3nd panel: Private legal entities outside the public including societes anonyme

Discussion on remaining supervised bodies which do not fall into these categories.
6. development plan under registration checks and risk assessment

MINISTRY OF FINANCE
A. SERVICES AND BODIES IN THE PUBLIC SECTOR
I. GENERAL SECRETARIATS
1. Secretariat-General for IT Systems and Administrative Support
2. Secretariat-General for Economic Policy (ref. 53 of Law N.4305/2014)
4. general Secretariat for Public Property (No 20 of Law N.3965/2011)
II. SPECIFIC POLITICAL/ADMINISTRATIVE SECTORS
1. special Secretariat for Financial and Economic Crime Unit (SDOE)
   (the Special Secretariat for Public Corporations and Organisations was repealed by
   the παρ.2.α. the Sixth Article of Law N.4079/2012 (GG I 180))
III. SPECIAL DECENTRALISED SERVICES
a).-Eidikís Secretariat for Financial and Economic Crime
   (SDOE)
   1. specific Audit Directorate of National and Community Expenditure and
      Fight against Fraud and Corruption
IV. REGIONAL SERVICES
a).- Secretariat-General for Public Property
   Regional Directorates for Public Property (7)
b).-Eidikís Secretariat for Financial and Economic Crime Unit (SDOE)
   Regional Operational Directorates Financial and Economic Crime (6)
6. development plan under registration checks and risk assessment

MINISTRY OF FINANCE
V. EXTERNAL SERVICES
1. permanent Representation of Greece to the Organisation for Economic Cooperation and Development (MEA-O.O.S.A.)
VI. STATE LEGAL COUNCIL
(single collective body of the State and a particular public authority).
VII. LEGAL PERSONS GOVERNED BY PUBLIC LAW
1 Deposits and Loans Fund (T.P.kD.) (N.1608/1919)
2 Commission Olympion and Endowments.
3 Management Agency (PDMA) (N.2628/1998)
50Yr. Administrative Reconstruction/Γ.Δ.Μ.Π.&Η.Δ./Δ.Ο.Μ./Τμ. Organisation Structures and Evaluation
& Article 36 (N.4170/2013)
6. Varvakeios Foundation (shared supervision by the Ministry For Education, Research and Religious Affairs)
functioning)
(the School education of officers of the Ministry of Finance (S.E.Y.Y.O.)
repealed by 30.6.2011, as an independent legal person and merged
with the National Centre for Public Administration and Local Government, in accordance with No 3 of
N.3895/2010. By the provisions of Art. 1 of the same law removed the Special
on 1.1.2011 the National Social Cohesion Fund (E.TA.K.S.)
6. development plan under registration checks and risk assessment

MINISTRY OF FINANCE
VIII. PRIVATE LAW LEGAL PERSONS
1. economic and Social Committee (OKE). [L.D. 178/2000]
IX. PUBLIC LIMITED COMPANIES (AES)
   1.1 EMC Hellas S.A.
   (the Public Corporation of Securities S.A. (DEKA) (N.2526/1997)
   paragraph repealed 9 of 50 of Law N.3943/2011)
   (Agency for Public Supplies Management (ODDY S.A.) (PRESIDENTIAL DECRREE 413/1998)
   repealed by the GG II 2742/2011)

b. ENTITIES OUTSIDE THE PUBLIC SECTOR
I. LEGAL PERSONS GOVERNED BY PUBLIC LAW
   (the Private Insurance Supervisory Committee (EPEIA) was repealed by Article 1
   N.3867/2010)
II. PRIVATE LAW LEGAL PERSONS
   1. the Deposit and Investment Guarantee Fund (TEKE) (Law 3746/2009
   & N.4370/2016)
   2. Institute of Certified Public Accountants (S.O.E.L. (No) 75
   N.1969/1991) (Independent Experts’ Forum) (supervised by the
   “Committee for Accounting Standardisation and Audits”)
6. development plan under registration checks and risk assessment

MINISTRY OF FINANCE

3. guarantee Fund Private Life Insurance
Chapter syneggyītikó. 4 Athens
(N.3078/1954 and N.2533/1997) (supervised by the Commission
Capital market’)

5. supplementary accident Motor Insurance Liability
the Institute of Certified Valuers (SOE) (Law 820/1978) was repealed by the
subparagraph C.11 and C.12) (c) of N.4152/2013

III. PUBLIC LIMITED COMPANIES (AES)
1. Greek Exchanges Group Holding Company S.A. (Hellenic Exchanges S.A. (No)
51 N.2778/1999)
1.1. Athens Stock exchange SA
Thessaloniki Centre of the Stock Exchange in 1.2.
1.3. company Payment Transactions Athens Stock Exchange S.A.
2 General Mining and Metallurgical Company Larko AE
(G.M.M. H.E. LARCO)
3. Greek Land Utilisation and Management Company — Greek
Airport S.A. (ref. 42 of N.3943/2011) (N.4422/2016)
4. Greek Assets Holding Company S.A. (ref. 184
N.4389/2016)
4.1 Financial Stability Fund (N.3864/2010)
6. development plan under registration checks and risk assessment

MINISTRY OF FINANCE
4.2. the Hellenic Republic Asset Development Fund S.A. (ref. 1 N.3986/2011)
4.3. company Akiniton Dimosiou AE (ET.A.D. S.A.) (GG II 2779/2011)
(shared supervision with IOs. Tourism) (excluding with 21 of Law 3878/2010)
(the company from absorption of Mortgage Company Public S.A. the company Ellinika Touristika Akinita A.E.)
4.4. company Public A.E. (ref. 197 of Law N.4389/2016)

IV. LEGAL PERSONS DIFOYS NATURE
1 Bank of Greece (an independent legal person “dual nature” entrusted with public functions)
1.1. the Insurance Guarantee accidents from Motor Vehicle Liability supervised by the Bank of Greece;

V. NATIONAL BEQUESTS
1 — Institutions. non-profit-making legal persons governed by private law
2. funds Independent Management
3 Inheritances and legacies in abeyance.
4 In support of the Greek State property.
(shared supervision by its Secretary-General Decentralised Administration, their respective areas of responsibility)
6. development plan under registration checks and risk assessment

**Teamwork C) Study:** Developing an annual audit plan based on a risk assessment at the level of the Ministry

30) — Chōristeíte into 3 groups.

Episkopíste Tool (see 8 — Environment Manual Control)

Allegedly after interviews with the officials of the ministry complete risk score table for activities, annexed to the next slide.

Discuss what is meant by specific scores for each activity. (implication & likelihood EPELEYSĪS)

On the basis of the results of the risk assessment suggest activities included in the audit plan of action, if you have time available for inspection for:

1th omáda- activities 3
2th omáda- activities 4
3th omáda- activities 5
6. development plan under registration checks and risk assessment

<table>
<thead>
<tr>
<th>ACTIVITIES — LEVEL 1</th>
<th>IMPACT</th>
<th>LIKELIHOOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Framework Administration 1.</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>2. design &amp; Accountability</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3 Asset Management and Resources.</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>4. management of human capital</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5. protection of assets, information and human beings</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>6. information management and information technology</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7 Legal services</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Communications 8.</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>9 reception programmes and services.</td>
<td>2</td>
<td>4</td>
</tr>
</tbody>
</table>
6. development plan under registration checks and risk assessment

**Teamwork C) Study:** Developing an annual audit plan based on a risk assessment at the level of the Ministry

For your convenience and the table below:

<table>
<thead>
<tr>
<th>ΠΙΘΑΝΟΤΗΤΑ</th>
<th>Αμελητέα</th>
<th>Χαμηλή</th>
<th>Μέτρια</th>
<th>Πολύ Υψηλή</th>
<th>Πολύ</th>
<th>Σπάνια</th>
<th>Σπάνια</th>
</tr>
</thead>
<tbody>
<tr>
<td>ΑΝΤΙΚΤΥΠΟΣ</td>
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<tr>
<td>Μέγιστη</td>
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<td></td>
</tr>
</tbody>
</table>

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6. development plan under registration checks and risk assessment

Teamwork C) Study: Developing an annual audit plan based on a risk assessment at the level of the Ministry

Based on previous work, please fill in the annual audit plan below with the following matters:

- The audit team has 3 internal auditors
- Audits will be carried out only of the red and yellow area and the number of man days of the audit team is equal to the Total of hours of regular checks/number of audits of red & yellow area

ΑΣΚΗΣΗ: ΔΙΑΜΟΡΦΩΣΤΕ ΤΟ ΕΤΗΣΙΟ ΠΛΑΝΟ ΓΙΑ 3 ΕΣΩΤΕΡΙΚΟΥΣ ΕΛΕΓΚΤΕΣ

Ανθρωποώρες (40 ώρες X 4 εβδομάδες X 12 μήνες) = ……………………. 
- Άδεια (21 X 8) = ……………….
- Αργίες (7 X 8) = …………………..
- Ασθένεια (2 X 8) = …………………..

Αριθμός Ελεγκτών
ΔΙΑΘΕΣΙΜΕΣ ΑΝΘΡΩΠΟΩΡΕΣ = …………………… [α]
6. development plan under registration checks and risk assessment

Teamwork C) Study: Developing an annual audit plan based on a risk assessment at the level of the Ministry

Πρόγραμμα Διενέργειας Ελέγχων 201X
Α. Τακτικοί Έλεγχοι

1. Πλαίσιο Διαχείρισης
2. Σχεδιασμός & Λογοδοσία
3. Διαχείριση Περιουσιακών Στοιχείων και Πόρων
4. Διαχείριση του ανθρώπινου κεφαλαίου
5. Προστασία περιουσιακών στοιχείων, πληροφοριών και ανθρώπων
6. Διαχείριση των πληροφοριών και της τεχνολογίας των πληροφοριών
7. Νομικές υπηρεσίες
8. Επικοινωνίες
9. Λήψη προγραμμάτων και υπηρεσιών

Σύνολο Τακτικών Ελέγχων
6. development plan under registration checks and risk assessment

Teamwork C) Study: Developing an annual audit plan based on a risk assessment at the level of the Ministry

B. Έκτακτοι Έλεγχοι

B1 Έλεγχοι βάσει Νομοθεσίας 0

B2 Λοιποί (10% επί των διαθεσίμων για έλεγχο ωρών) ……

Σύνολο Εκτάκτων Έλεγχων ……

ΔΙΑΘΕΣΙΜΕΣ ΑΝΘΡΩΠΟΠΟΙΩΡΕΣ ΕΛΕΓΧΩΝ (1)……

Γ. Μη ελεγκτικές Δραστηριότητες

Γ1 Ακαδημαϊκές – Επιμορφωτικές-Λοιπές δραστηριότητες 636
Γ2 Διοικητικές Δραστηριότητες 314
Γ3 Συναντήσεις XXX 201

Σύνολο Απαιτούμενων Ωρών για μη Ελεγκτικές δραστηριότητες (2)……

ΣΥΝΟΛΟ ΔΙΑΘΕΣΙΜΩΝ ΑΝΘΡΩΠΟΠΟΙΩΡΩΝ (1)+(2)=|α| ====

121
7. internal controls
7. internal controls

What you will know at the end of that section:

- What do the concepts: Internal Control — Internal Audit — Internal Controls
- The model of the Three Line of Defence
- Practical example development controls
7. internal controls.

7.1 Definitions & how internal audit controls
In English, the concept of ‘Internal Control’ and the ‘Internal Audit’ is frequently used the same term — “internal audit”. However, the concepts of ‘internal control’ (hereinafter referred to as ‘system audit’) and “internal audit” (hereinafter “internal audit”) are not synonymous.
Internal audit units are encouraged to examine the quality of an organisation’s internal control system. Also when we talk about “Internal Controls” we mean (several internal control valves — a system of internal controls. audit).
7. internal controls.

7.1 Definitions & internal controls
Some controls are preventive and seek to prevent the occurrence of a risk (for example, a 2degree considering the PPAs prior to their final adoption), while other anichneytikís nature and the identification, as they try to determine whether a risk occurred (for example, an automatic review of all transactions above a certain amount of expenditure). Finally, others are guiding nature as they strive to avoid risk providing for specific modes of action, such as standard operational procedures.
7. internal controls

7.1 Definitions & internal controls
The table presents an overview of how the administration of a public body may use its internal audit controls relevant to achieve the organisational objectives in an efficient and effective manner.

<table>
<thead>
<tr>
<th>Administrative controls shall permit</th>
<th>The controls of the administration protecting</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Good public administration</td>
<td>• From unwarranted surprises</td>
</tr>
<tr>
<td>• Functional predictability</td>
<td>• The existence of expensive gaps and overlaps</td>
</tr>
<tr>
<td>• Resilience</td>
<td>• By attracting media attention hurtful</td>
</tr>
<tr>
<td>• Value for money</td>
<td></td>
</tr>
<tr>
<td>• Good governance</td>
<td></td>
</tr>
<tr>
<td>• Collective and individual leadership</td>
<td></td>
</tr>
<tr>
<td>• Confidence on the part of society and of officials</td>
<td></td>
</tr>
</tbody>
</table>
7. internal controls

7.1 Definitions & how internal controls
According to the International Organisation of Supreme Audit Institutions (Organisation of Supreme Audit Institutions — INTOSAI), internal audit controls do not constitute “an event or a circumstance but for a series of actions through the activities of an organisation. These activities are carried out in all functions of the body on a continuous basis’.

Oι ελλιπείς πρακτικές διαχείρισης μπορεί να προάγουν τη διαφθορά…

- Συναλλαγές με μερητά
- Λίγες ή καθόλου δικλίδες ελέγχου
- Διαδικασίες που βασίζονται σε έντυπη μορφή
- Απουσία πληροφοριακών συστημάτων
- Περίπλοκες διαδικασίες
- Πλήθος νόμων
- Έλλειψη διαφάνειας
7. internal controls

7.2 The Role of Internal Auditor in respect of the internal control system

The model of the Three Line of Defence helps us to better epexēgísoyme the division of roles and responsibilities regarding the individual functions of an Internal Control System at the level of a public body and the position of external audit bodies and supervision in Greece.

Μοντέλο Τριών Γραμμών Άμυνας
(προσαρμοσμένο στην ελληνική δημόσια διοίκηση)

Ανώτερα Υπηρεσιακά Στελέχη

1η Γραμμή Άμυνας
Δραστηριότητες – Δικλίδες Εσωτερικού Έλεγχου
(Διοικητικής, Επιχειρησιακής & Οικονομικής Λειτουργίας)

2η Γραμμή Άμυνας
Θέματα Προϋπολογισμού
Οικονομικός Έλεγχος
Ποιότητα & Απόδοση
Επιθεωρήσεις & Έλεγχοι Νομιμότητας
Πειθαρχικές Έρευνες

3η Γραμμή Άμυνας
Εσωτερικός Έλεγχος

Υπουργός/ Γενικός Γραμματέας

Σώματα Επιθεώρησης – Ελέγχου & ΥΠΟΙΚΙΑΚ

Εξωτερικός Ελεγκτής – Ελεγκτικό Συνέδριο

7. internal controls

7.2 The Role of Internal Auditor in respect of the internal control system

First line of defence: the officials responsible for the day-to-day functioning of the organisation and the provision of services to citizens and business, is responsible for risk management and is responsible for:

- Implementation of corrective actions to address the deficiencies in procedures and controls
- Maintenance of effective controls of managing every-day activities of internal control and internal audit
- Develop and implement policies and procedures for achievement of the entity’s objectives
7. internal controls

7.2 The Role of Internal Auditor in respect of the internal control system

**Second line of defence:** The oversight function and other legal compliance

The administration establishes various risk management and compliance functions that help to create and/or the monitoring of controls of the internal audit the frontline of defence. These are:

- A central control function which provides guidance regarding policies and monitor transactions, inter alia in the following areas: financial management, procurement, information technology, security and risk management.

- The second line of defence monitor various specific risks, such as the non-compliance with the applicable laws and regulations.
7. internal controls

7.2 The Role of Internal Auditor in respect of the internal control system
Third line of defence: The internal auditors shall in reference to senior management and integrated assurance on the adequacy and effectiveness of internal control functions and activities, including the risk management process.
7. internal controls

7.2 The Role of Internal Auditor in respect of the internal control system

In accordance with the International Standard 2130- Elegktikoí Mechanisms “internal audit function should help the Agency to maintain effective control mechanisms by assessing their effectiveness and efficiency and by promoting continuous improvement”.
7. internal controls

7.2 The Role of Internal Auditor in respect of the internal control system
An integrated internal control system, as shown in the following figure, is separated from the internal audit activities and function.

Figure: The link between the Internal Control System, Internal Audit and High Command
7. internal controls

Teamwork D) Case Study: Developing Diklídes internal control
Duration -Chôristeîte 30) into 2 groups.
Review the following slides, potential risks
A. at the level of the unit and
b. at operational level
Please fill in the table you are given a description of any risk (ideally identify new risks) and propose internal control valves, do you think that effectively address these risks.
A Member to present risks and the proposed safeguards internal audit team.
7. internal controls

Teamwork D) Case Study: Developing Diklídes internal control

A. Directorate for Administration (level organisational unit)

Risks:
• Lack of supervisory powers to the supervised entities (legal persons governed by public law and legal entities governed by private law)
• Expiry of time limits for judicial redress from third parties
• Failure to complete the disciplinary investigation cases within a reasonable period
• Document leaking from the physical and electronic archive service
7. internal controls

Teamwork D) Case Study: Developing Diklídes internal control

B. Supplies and services (level)

Risks:

- Avoid diagnostic procedure using the splitting of the contract
- Drafting tender conditions in order to benefit a particular supplier
- Receipt of lower quality products/services covered conventional
- Non-fulfilment of requirements institutional framework for direct awards to EUR 20.000. In particular:
  - A specific budget allocation registration costs (Articles 25, 26 and 49 of Law 4270/2014 and Presidential Decree 80/2016).
  - Technical description, indicative budget (Article 54 of Law 4412/2016)
  - Suspension primary request in KIMDIS (Article 11 of Law 4013/2011 Article 38 of Law 3 4412/2016)
  - Decision Analipseos volunteers (Articles 66, 67 and 68 of Law 4270/2014, Articles 2 and 3 of Presidential Decree 80/2016)
Teamwork D) Case Study: Developing internal control safeguards

<table>
<thead>
<tr>
<th>Procedure</th>
</tr>
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<tbody>
<tr>
<td>Risk</td>
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</tbody>
</table>
8. programming of Internal Audit
8. planning of internal audit

What you will know at the end of that section:

- The steps of the programming process of the internal audit mission
- How we evaluate the risk in the context of the audit mission (unit/process/function)
- Objectives, criteria, methodologies of a consignment of internal control
- What is the reference framework for internal control of a mission
8. planning of internal audit

8.1 Overview of the steps of the process of planning an audit mission

- **Evapho tou elexegesiou ergon:**
  - Υπογραφή της δήλωσης αντικειμενικότητας
  - Ανακοίνωση του ελέγχου
  - Διεξαγωγή εναρκτήριας συνάντησης

- **Kataanfosi tis elixegiesis antistatias:**
  - Συγκέντρωση στοιχείων
  - Σύλλογη πληροφοριών/στοιχείων
  - Ανάλυση των πληροφοριών
  - Σύνταξη των φύλλων εργασίας

- **Akolohugia twn kinedwn:**
  - Διασφάλιση του ιστορικού πλαισίου (βασικά στοιχεία)
  - Δημιουργία αρχικών προτάσεων
  - Ενημέρωση του αποδέκτη για την αποστολή ελέγχου

- **Xedidiavnetai to pragramma elixhous:**
  - Διασφάλιση ότι το πρόγραμμα ελέγχου θα επιτύχει τους προκαθορισμένους στόχους
  - Καθορισμός των περαιτέρω προσδοκιών για το κάθε κριτήριο ελέγχου
  - Σαφής διατύπωση συγκεκριμένων μεθόδων δοκιμής

- **Svakatnhsa me twn eixikofallies eaxterikis elixhous kai tina stiexa diatpths:**
  - Συζήτηση για την αξιολόγηση των κινδύνων, τους στόχους, τα κριτήρια και το πεδίο εφαρμογής
  - Περιγραφή των βασικών στοιχείων του σταδίου σχεδιασμού
  - Σε περιπτώσεις όπου υπάρχουν αξιολογήσεις σχετικά με τη δυνατότητα ελέγχου, η συνάντηση πρέπει να καταλήγει στην τεκμηρίωση τυχόν απόδεσης για τη μη διενέργεια του ελέγχου.

- **Plisiw anaphorakhs:**
  - Έγκριση από τον Επικεφαλής Εσωτερικού Ελέγχου
  - Συζήτηση με τον αποδέκτη του ελέγχου
  - Παρουσίαση στην επιτροπή ελέγχου του υπουργείου (εάν υπάρχει)
  - Κοινοποίηση στον Υπουργό και στο Γενικό Γραμματέα Καταπολέμησης Διαφθοράς

Ο ελεγχόμενος τομέας ΔΕΝ είναι έτοιμος για ελέγχο
8. planning of internal audit

8.1 Overview of the steps of the process of planning an audit mission
Planning is the cornerstone of successful control. Proper planning enables the audit groups to define the objectives, scope, criteria and methodology. Also, the design enables the auditor to better understand thematic field.
At the end of the planning process, the audit teams must be able to clearly express what will be checked, why and how this will be done.
8. planning of internal audit

8.1 Overview of the steps of the process of planning an audit mission

In accordance with the International Standards for the Professional Practice of Application of internal control:

- Internal auditors should develop and record a plan for each audit mission, including objectives, scope, time and resources (Standard 2200)
- Objectives should be established for each mission (Standard 2210)
8. planning of internal audit

8.1 Overview of the steps of the process of planning an audit mission

- The established scope should be sufficient to satisfy the objectives of the projects (Standard 2220)
- Internal auditors must determine appropriate and sufficient resources to achieve the binding targets on the basis of the assessment of the nature and complexity of each consignment, time constraints and available resources (Standard 2230)
- Internal controls should develop and document work programmes in order to achieve the objectives of the mission (Standard 2240)
8. planning of internal audit

8.2 Evaluating the risks of the audited unit

In the planning phase of the audit the steps followed for the risk assessment of the audited unit

A. Start of the mission of internal control

- Data from inspection plan based on risk assessment
- Confirmation of project coordination with other assurance services (e.g. financial control)
- Notification of the test for the start of the internal audit
- Commitment of control resources
- Profiling of the audited body (next slide)
- Plan for the audit enquiry

B. Investigation of the audit body

- Research in relation to the objectives and fields of control:
  - Preliminary evaluation of the internal control
  - Preliminary flood risk assessment
- Identification of the key sectors that will be examined in the scrutiny
8. planning of internal audit

8.2 Evaluating the risks of the audited unit

As part of the preparation of the Control Plan on the basis of a risk assessment, the risk profile should be completed for each check. Table Risk Assessment at the end of this profile gives definitions of risk and should be used to complete this form.
8. planning of internal audit

8.2 Evaluating the risks of the audited unit

<table>
<thead>
<tr>
<th>Ενότητα 1: Προφίλ οντότητας</th>
</tr>
</thead>
<tbody>
<tr>
<td>Όνομα οντότητας</td>
</tr>
<tr>
<td>Μοντέλο Παροχής Υπηρεσιών</td>
</tr>
<tr>
<td>Ιστορικό / Εντολή</td>
</tr>
<tr>
<td>ΙΠΑ</td>
</tr>
<tr>
<td>Προϋπολογισμός</td>
</tr>
<tr>
<td>Ογκομετρικά δεδομένα</td>
</tr>
<tr>
<td>Βασικοί δείκτες απόδοσης (KPIs)</td>
</tr>
<tr>
<td>Τεχνολογίες ευρείας εφαρμογής / IMIT</td>
</tr>
<tr>
<td>Υποθεσιοδοτικές Πολιτικές / Νομοθεσία</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ενότητα 2: Ανάλυση οντότητας</th>
</tr>
</thead>
<tbody>
<tr>
<td>Σχετικοί Παρελθόντες Έλεγχοι (εσωτερικοί, εξωτερικοί - κατά τα τελευταία 2-4 χρόνια)</td>
</tr>
<tr>
<td>Όνομα στοιχείων, Ημερομηνία</td>
</tr>
<tr>
<td>Σύνδεσμοι</td>
</tr>
<tr>
<td>Βασικά ζητήματα, Ευρήματα</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Εκτιμήσεις Διακυβέρνησης - Κινδύνου – Ελέγχου</th>
</tr>
</thead>
<tbody>
<tr>
<td>Διακυβέρνηση</td>
</tr>
<tr>
<td>Διαχείριση Κινδύνου</td>
</tr>
<tr>
<td>Περιβάλλον ελέγχου</td>
</tr>
<tr>
<td>Στόχοι του Ελέγχου</td>
</tr>
</tbody>
</table>

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8. planning of internal audit

8.2 Evaluating the risks of the audited unit

<table>
<thead>
<tr>
<th>Ενότητα 3: Ανάλυση κινδύνου</th>
</tr>
</thead>
<tbody>
<tr>
<td>Κίνδυνοι: (Χ: Χρηματοοικονομικοί, Β: Βλάβη σε ανθρώπους, Δ: Διατάραξη υπηρεσίας)</td>
</tr>
<tr>
<td>(Σημείωση: Δείτε τον Πίνακα Αξιολόγησης Κινδύνου παρακάτω για τους ορισμούς)</td>
</tr>
<tr>
<td>Πιθανότητα</td>
</tr>
<tr>
<td>Χ</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Ανάλυση κινδύνου</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Ενότητα 4: Πιθανή Φύση της Αποστολής Ελέγχου / Εστίαση (G-R-C)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Φύση</td>
</tr>
<tr>
<td>Εστίαση (G-R-C)</td>
</tr>
<tr>
<td>Λογική</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ενότητα 5: Προκαταρκτικός Σχεδιασμός Ελέγχου</th>
</tr>
</thead>
<tbody>
<tr>
<td>Εκτιμώμενη Έναρξη</td>
</tr>
</tbody>
</table>

| Εκτιμώμενοι Πόροι | ΙΠΑ | Επαγγελματικές Υπηρεσίες | Ταξίδια | Μετάφραση |

* Προσθέστε τον κίνδυνο απάτης.
8. planning of internal audit

8.2 Evaluating the risks of the audited unit

C. Completion of the control plan and Development of Audit Programme

- Confirmation/revision of inspection plan (objectives, scope, approach, timing and resources) including the level of importance and the level of audit assurance
- Development of the audit programme
- Approval by the Head of Internal Audit of the detailed plan and the audit plan (including audit tools)
- Confirmation/Information auditee’s control plan
8. planning of internal audit

8.2 Evaluating the risks of the audited unit

**ANTIKTYPOS**: Ποιος είναι ο αντίκτυπος του κινδύνου αυτού στην ικανότητα του οργανισμού να επιτύχει τους στόχους του;

- **Υψηλός Κίνδυνος** – οι στόχοι και η αποστολή του οργανισμού τίθενται σε σημαντικό κίνδυνο
- **Χαμηλός Κίνδυνος** – ο έλεγχος των περιοχών αυτών θα έχει μικρή προστιθέμενη αξία

**ΠΙΘΑΝΟΤΗΤΑ**: Είναι σίγουρο ή απίθανο να επέλθει ο κίνδυνος;
8. planning of internal audit

8.2 Evaluating the risks of the audited unit

In accordance with the results of the exercise to map and assess risks at the level of the entity identified/procedures/competencies for high risk in order to proceed with planning of the audit:

Risk assessment for the identification of potential audit topics

High-risk procedures/competencies

Identification of subjects of control per control mission

Control objectives (3 to 5 per control mission)
Detailed evaluation of selected audit topics selected on the basis of laws, policies, good practices from other public bodies or standards/control framework and governance ENS (e.g. ISO, the NSRF, etc.)

Audit criteria (3 to 5 per objective, focus on the key controls) Audit methodology: How to check (method of sampling, analysis, interviews, documentary review)
8. planning of internal audit

8.3 Objectives of internal control
The audit objectives describe what it intends to achieve or deliver to the audit team. Three to five objectives per audit mission is the rule.
Examples:

- To assess whether the practical travel and relocation of a section comply with the policies and procedures of the central and regional services.
- To determine whether the practices of travel and relocation of a section have taken account of issues of effectiveness, economy and efficiency.
- To determine whether the purchasing department is organised in an effective manner.
8. planning of internal audit

8.3 Audit criteria and methodologies
Audit criteria are standards against which performance can be assessed the current conditions. Represent good or acceptable practices.

According to the rationale adopted different criteria:

- For clarification of the audit objectives
- Provide inspectors with reasonable benchmarks
- A platform for communication with management
- Create a basis for the development of the work plan and of the audit
- To help the inspectors to focus their attention detected systemic findings and observations
8. planning of internal audit

8.3 Audit criteria and methodologies
The following shape well audit criteria:

- **Understanding**: these criteria are clearly expressed and not subject to significantly different interpretations for the subjects.
- **Relevance**: contribute to the results and the conclusions are consistent with the audit objectives.
- **Reliability**: make consistent conclusions or opinions, when used by different auditors for the same circumstances.
- **Neutrality**: exemption from bias which could lead to the misleading users by reporting the findings and conclusions of the auditors.
- **Completeness**: where all the criteria, which could affect the auditor’s conclusions are identified and are documented.
8. planning of internal audit

8.4 Reference Framework
The reference framework provides an overview on the High Level control plan in order to facilitate understanding of the audit by the audited body.
The reference framework provides information on the subject, the objective, the approach and the time of the audit. The reference framework to be communicated to the auditee and presents to the Ministry.
8. planning of internal audit

8.4 Reference Framework

Review of the Reference Framework

The document of reference framework shall ensure that the auditee is informed of:

- the objectives of the audit.
- the criteria and the subject matter,
- the audit methodology,
- the sampling method,
- responsibilities of internal audit
- the management’s responsibilities,
- the manner of notification of audit data
- the timing of the audit
8. planning of internal audit

8.4 Reference Framework
Conduct breakout discussion

- The audit team should synantáei auditees to describe the audit process, the initial objectives of the audit and the scope.
- During the meeting, the auditors need to be prepared to discuss the concerns of the auditee.
- During the opening debate should be complied with in practice.
8. planning of internal audit

**Teamwork E) Case Study:** By undertaking an assessment of risk in planning an audit
Chōristeίte 2 groups, one responsible for checking that the Financial Management unit and one for the Staff Management Unit — 30’

During the annual audit plan, priority is given to the internal control of sections (a) Financial Management, which deals with supplies and (b) Personnel Administration. Given list potential risks identified by the audit team, in planning their work.

<table>
<thead>
<tr>
<th>RISK</th>
<th>LIKELIHOOD</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk of loss of personal data of staff of the Financial Management</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Risk of a delayed updating of personnel files with new elements or keeping incorrect data</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Risk of unbundling Financial Management due to a lack of staff resources</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>A risk of non-compliance with the Rules of Conduct by staff of the Financial Management</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Limited risk of Financial Management staff</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Risk of low staff training Financial Management</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Risk of loss of data suppliers of Financial Management of the IT system</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Risk of fraud to a supplier of Financial Management (it has happened in the past similar fraud case?)</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>
8. planning of internal audit

**Teamwork E) Case Study:** By undertaking an assessment of risk in planning an audit

The two groups having choose the risks relating to their departments, using the risk assessment to classify chamiloý- mesaíoy- high-risk.
8. planning of internal control

Teamwork F) Case Study: Developing audit programme, audit criteria and methodologies
Based on the results of the previous inspection work risks only yellow and red area, write the Monitoring Programme with the following sub-modules:

CONTROL PROGRAMME
I. Control range (to be checked)
II. Objectives élégchoy-Erōṭīmata in the scrutiny programme (Why be checked)
III. Audit methodology
The integrated control programme will be presented at the section by a member of the group.
9. internal audit
9. internal audit

What you will know at the end of that section:

- Overview of steps in the implementation phase of an audit mission
- The internal auditor’s worksheets
9. internal audit

9.1 Overview of steps in the implementation phase of an audit mission

- Έναρξη φάσης Υλοποίησης
  - Ανάπτυξη δοκιμών, εργαλείων και οδηγιών για να εξασφαλιστεί η συνεπής εφαρμογή του προγράμματος ελέγχου.
  - Συνάντηση με τον χρήστη των υπηρεσιών

- Υλοποίηση του Προγράμματος Ελέγχου
  - Συγκέντρωση στοιχείων
  - Συλλογή πληροφοριών / τεκμηρίων
  - Ανάλυση των πληροφοριών
  - Σύνταξη των εγγράφων εργασίας

- Ενημέρωση για τα Ευρήματα του Ελέγχου
  - Περιγραφική διατύπωση του ιστορικού του ελέγχου (βασικά ευρήματα)
  - Δημιουργία αρχικών προτάσεων
  - Ενημέρωση του ελεγχόμενου για την αποστολή ελέγχου
9. internal audit

9.1 Then example flow diagram for conducting an internal audit mission
The following flow chart reflects the key steps in the conduct of an audit engagement, the collection and evaluation of data.
Distribution of audit objects to the inspectors depending on their potential,

Start of audit

- Instructions to the inspectors for data collection
  - Study proceedings — Decisions — laws
  - Study audit findings
  - Development of an audit programme

Continuous monitoring of the evolution and instructions to the inspectors by the Head

Meeting of controlled

- Evaluation of data
- Documentation of all discrepancies

Awareness of the heads of Departments of the forthcoming investigations by the Medical Boards Control

- Data collection and evaluation
- Discussion with auditees
- Clarifications
9. internal audit

9.1 Overview of steps in the implementation phase of an audit mission

- The stage of officially starts with the approval of the reference framework.
- Stage of audit shall include the collection, analysis and evaluation of relevant information relating to the mission’s objectives. During this stage, the audit team carrying out the audit programme in the following stages:
9. internal audit

9.1.1 The role of the auditor and auditee

The relationship between auditor and auditee identified through an exchange of letters, which shall specify the reference framework. The terms of reference have been analysed in the previous section and must be sent before the start of the audit with the auditee. Model letters with terms of reference is set out below.

The relationship between auditor and auditee identified through an exchange of letters, which shall specify the reference framework. The terms of reference have been analysed in the previous section and must be sent before the start of the audit with the auditee. Model letters with terms of reference is set out below.

---

**XXX X**
**ΤΜΗΜΑ ΕΣΩΤΕΡΙΚΟΥ ΕΛΕΓΧΟΥ**
XXX XXXX, Αθήνα XXX

Βαθμός Ασφαλείας:
Βαθμός Προτεραιότητας:

**AR./HM./ XXX / XXXXXX**

Πληροφορίες: XXXXXX
Τηλέφωνο: XXXXXX

ΠΡΟΣ: XXXX

**Περίληψη: Ενημέρωση για Διενέργεια Ελέγχου**

Σας γνωρίζουμε ότι το τμήμα Εσωτερικού Ελέγχου θα διενεργήσει σε συνέχεια του ετήσιου πλάνου ελέγχου, που έχει εγκριθεί με την από .... Αποφ. του Οργάνου Αναφοράς του, έλεγχο όσον αφορά ........

Τον έλεγχο θα πραγματοποιήσει ο/η ........ - Εσωτερικός Ελεγκτής του τμήματος, ενώ η συλλογή στοιχείων όπως και η συνεργασία με τους αρμοδίους της Διεύθυνσης σας θα διαρκέσει .... ημέρες. Στο πλαίσιο αυτό, θα ελεγχθούν μεταξύ των άλλων, ............

Κατόπιν των ανωτέρω, την ..... και ώρα ..... ο/η κ. ........ θα επισκεφθεί την Διεύθυνση ............ και παρακαλούμε όπως τεθούν στη διάθεσή του/της όλα τα απαραίτητα στοιχεία κ.λ.π του/της παρασχεθούν οι απαραίτητες πληροφορίες από την Διεύθυνσή σας.

**XXXXXXXXXXXXX**
**Επικεφαλής/η**
**Τμήματος Εσωτερικού Ελέγχου**

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9. internal audit

9.1.2 Applying internal control criteria and methodologies
Data collection methods vary depending on the approach used for a target. Traditional methods of collecting data shall include:
- physical observation functions or assets (e.g. on-the-spot control),
- detailed examination of individual files/transactions on a sample basis,
- system tests;
- recalculation or verification of the calculations,
- overview and analysis of documents,
- interviews, working groups, surveys and studies,
- analysis of the information or data (e.g. analysis of the data, trends, percentages or regression analysis).
9. internal audit

9.1.2 Applying internal control criteria and methodologies

Sampling (1/2):

• Audit sampling is designed to enable a conclusion of the population (e.g. of a prepayment) audit of a sample.

• Types of sampling:
  – Non statistical methods: Sample sample, in the auditor’s judgment, etc.
  – Statistical methods: Sample based on systematic selection, random number tables (e.g. population of 100 entries for a sample of 10 records we take the 10th, 20th, 30th entry etc.)
9. internal audit

9.1.2 Applying internal control criteria and methodologies

Sampling (2/2):
9. internal audit

9.2 Applying internal control criteria and methodologies

Drafting of working papers (1/3):
The sheets are documents necessary to support the objectives and the criteria of the audit mission. In accordance with IIA standard 2330, “internal auditors must document relevant information to support the conclusions and results of the project”. The working sheets must be:
- trimmed,
- accurate,
- in summary,
- complete and
- reasonable.
9. internal audit

9.2 Applying the criteria and Methodologies of Internal Audit

Drafting of working papers (2/3):
The following should be included:

- the notes of interviews, test results, the documentation relating to the results
- the reference of the basic documents (i.e. policies, procedures, flow charts, etc.)
- evidence and analysis to support the reported comments
- the significant correspondence with the audited unit
- the notification of the main findings and findings of the mission and obtaining feedback from the administration of the audited body thereon.
9. internal audit

9.2 Applying the criteria and Methodologies of Internal Audit

Drafting of working papers (3/3)
The worksheet is divided into four sections:

- analysis,
- results of investigations, dokimón—
- summary of documents
- notes the interviews.

The audit groups shall demonstrate the findings/findings under the applicable audit criteria.
The findings/findings should provide information and analysis on the causes and effects/consequences and lead to conclusions and any recommendations.
9. internal audit

**Teamwork G) Case Study:** Analysing data and by developing audit conclusions Chōristeíte 2 groups — 30)
You have won the Personnel Directorate on the evaluation of the curriculum of education/training of the Ministry for the year 2016.
Verification carried out in Directorate was designed to investigate:
1. The process of education/training programme for 2016 and the follow-up of its implementation.
2. The efficiency of the overall education and training programme and curricula, training in 2016.
On the basis of the interviews and the collection of data, which are then made within each group in the appropriate audit conclusions (the 1nd group for the first group and 2 for the second).
9. internal audit

**Teamwork G) Case Study:** Analysing data and by developing audit conclusions

1 rd sector — Procedure for drawing up the programme of education/training in 2016 and the monitoring of its implementation.

- Preparation of the programme of education/training, 2016, by the Directorate for Personnel, based on oral proposals for education and training of officials.
- The annual Financial Budget — total expenditure carried out without analysis and separation of direct costs for training programmes and other indirect costs of the Directorate-General for Personnel.

- Were the following:
  Education — Budget
  2015: 1,2 million. euro
  2016: 1 a. euro
  Education expenditure —
  2016: 1,1 a. euro
9. internal audit

Teamwork G) Case Study: Analysing data and by developing audit conclusions
Field No 2 — Efficiency of education/training programme

- For the evaluation of individual training programmes the Directorate for Personnel collects questionnaires to be completed by learners and trainers, immediately after the end of each seminar and then writes to the organisational unit requested by this programme, stating the findings resulting from these questionnaires and any proposals. This letter is often remains unanswered by the competent organisational unit.

- There are no registered objectives within the ministry and/or organisational units, governing the preparation, implementation and evaluation of the training programme, although the Directorate for Personnel for its part has tools and procedures for the above, but have not yet been implemented.

- Capacity in educational, teaching hours Aithoysón Office: 5.000 hours. Actual teaching hours rooms in 2016: 4.000 hours
AUDIT REPORT
Enter your sub headline here
10 internal audit report.

What you will know at the end of that section:

- The report of the internal audit and the stages of her pension
- What elements are included in a comprehensive report
- That we follow-up on the agreed action on the findings of the reports
10 internal audit report.

10.1 Overview of steps of completion of audit and report writing

- **Overview of steps of completion of audit and report writing**

  - **Σύνταξη σχεδίου έκθεσης από την ομάδα ελέγχου**
    - Η ομάδα ελέγχου διατυπώνει το ιστορικό της αποστολής ελέγχου με ακριβή, αντικειμενικό, αξιόπιστο και πρόσφορο τρόπο.
    - Ο Επικεφαλής Εσωτερικού Ελέγχου αξιολογεί το σχέδιο έκθεσης.

  - **Αποστολή του πρώτου σχεδίου στον ελέγχομενο**
    - Η έκθεση υποβάλλεται στον χρήστη των υπηρεσιών για την υποβολή σχολίων.
    - Η ομάδα ελέγχου εξετάζει τα σχόλια για να αποφανθεί κατά πόσο είναι απαραίτητες οι αλλαγές στο περιεχόμενο της έκθεσης.

  - **Οριστικοποίηση του σχεδίου έκθεσης Ελέγχου**
    - Το τελικό σχέδιο της έκθεσης παραδίδεται στον Γενικό Γραμματέα για σχόλια και για την ανάπτυξη του σχεδίου δράσης/ ανταπόκρισης της διοίκησης.

  - **Παρουσίαση στο Γενικό Γραμματέα**
    - Η έκθεση ελέγχου και το σχέδιο δράσης της διοίκησης παρουσιάζονται στο Γενικό Γραμματέα και στον Υπουργό.

  - **Επικοινωνία της έκθεσης**
    - Η Έκθεση Ελέγχου προετοιμάζεται (απόκρυψη ευαισθητών στοιχείων κλπ) για τυχόν επικοινωνία αυτής προς τρίτα μέρη.
10 internal audit report.

10.1 Then example flow diagram for the completion of the audit mission and the preparation and adoption of internal audit report

The following flow chart reflects the main steps from the initial recording of the findings and conclusions of the audit mission and the establishment of the initial draft report to finalisation and adoption by the competent bodies and the process of monitoring implementation of the proposals agreed with the administration of the audited body.
1. Findings of significant deficiencies during

- Discussion of findings with the responsible of the Medical Boards Control
  - A detailed report by the Controller

2. Informing the Head of Medical Boards Control by the Elegchómeno finalising findings

3. Preparation of Summary Report

4. Finalisation of the report

5. Upon receiving a mandate Administration for immediate implementation of measures
  - Information Service

6. Discussion of findings with the auditees
  - Any differing views of controlled

7. Data collection and evaluation
  - Discussion with auditees
  - Clarifications
INTERNAL AUDIT UNIT

5

Enforcement of judgments

• Execution confirmation decisions directly or in a subsequent audit depending on the seriousness of the risk
• Information Service

NO

YES

F

Closing the file

A

Closing the file

• Grounds for non-execution of decisions
• To monitor enforcement of decisions

ADMINISTRATION — COMMISSION INSPECTION

Inform the management in the implementation of decisions

Inform the management to close dossiers still pending

• Enforcement of judgments
• Information Internal Audit

A CONTROLLED SECTION
10 internal audit report.

10.1 Overview of the steps of the report
The report reflects the actions undertaken in the planning and implementation of the audit mission. The main actions during the submission of control reports:

1. The audit team shall formally notify the findings, the findings and the proposals and draw up the audit report ensuring feedback from the audited entity.
2. After comments from the audited entity, be approved by the Ministry (*).
3. Approved the final audit report communicated to the Minister, for information, and any other relevant body.

* In the absence of a Committee on the report approved by the Minister or another official designated as the reference.
10 internal audit report.

10.2 The elements of a comprehensive audit report

Characteristics of a good report:

- **Accuracy:** the observations recorded should be free from errors and distortions, and be based on facts. The reports should include only the information, findings and conclusions supported by sufficient and appropriate evidence.

- **Objectivity:** the findings should be transferred with the correct style to bring objectivity and proper reasoning. Readers should be left with the impression that the treatment given to the Agency were fair. The use of language which resulted in the adoption of defensive attitude or refusal.
10 internal audit report.

10.2 The elements of a comprehensive audit report

- **Reliability:** presented in a non-discriminatory manner reports will affect readers that the comments are objective and that the audit results presented in the correct their area, without exaggeration.

- **Clarity:** clear report is easily understandable and logic. Clarity can be improved by avoiding the use of unnecessary technical language and terminology, with the provision of sufficient documentation.

- **Content:** reports should be concise, accurate and free of excessive detail.

- **Epoikodomītikótīta:** constructive reports contribute to the improvement of institutions. The report should be useful, positive, and be in line with the objectives of the Agency.
10 internal audit report.

10.2 The elements of a comprehensive audit report

- **Completeness**: the integrated reports contain all the results of the control, and cover the objectives described in the reference framework of the audit mission. The reports shall contain all relevant information required to support the conclusions and to facilitate proper and sufficient understanding of the issues addressed.

- **Timeliness**: the topical reports are drawn up without undue delay, thus allowing for prompt action.
10 internal audit report.

10.2.1 The elements of a comprehensive audit report
In accordance with the International Standards for the Professional Practice of Internal Auditing (IIA) the writing and submission phase must meet the following requirements:
- Internal auditors should communicate the results of audit assignments (Standard 2400).
- The notifications should be among the objectives of the mission and scope, as well as the conclusions, recommendations, and action plans (Standard 2410).
10 internal audit report.

10.2.1 The elements of a comprehensive audit report

- Internal auditors are encouraged to acknowledge satisfactory performance of the audited body in the communication of the results of the mission (standard 2410.A2).
- The control reports should be accurate, objective, clear, concise, efficiency, completeness and timeliness (Standard 2420).
- Internal auditors may report that their consignments “conducted in accordance with the International Standards for the Professional Practice of Internal Auditing, only if the results of the quality assurance and improvement programme support the statement (Standard 2430).
10 internal audit report.

10.2.2 The role of the auditor and auditee

- The audit team draws up a verification report, following the information sessions of the auditee.
- The auditee should have approximately two weeks to review the first draft audit report.
- Upon receipt of the feedback from the auditee, the audit team should assess the comments in order to determine if there is a need to change the content of the report.
10 internal audit report.

10.2.2 The role of the auditor and auditee

Presentation of the Senior Executive Staff of the Administration:

- In support of that mission, it is useful to take place at regular intervals a meeting of senior management which could attend and external members from other institutions, such as the Court of Auditors, the Head of Internal Audit will present the internal audit reports.

- In addition, the senior officials to appear before the EVS (if applicable) to discuss the results of internal controls carried out, and to present the respective Plan of Action (FMC) operated in response to any recommendations are formulated.
10 internal audit report.

10.3 Audit follow-up on the agreed action on the findings of the reports
In accordance with the International Standards for the Professional Practice of Internal Auditing Standard 2500 (Monitoring Progress) stipulates that “the head of internal audit should establish and maintain a system to monitor the implementation of corrective actions undertaken on the basis of the audit results”.
10 internal audit report.

10.3 Audit follow-up on the agreed action on the findings of the reports

After the finalisation of the internal audit report is required to monitor the implementation of corrective actions by respecting the file with all the findings and proposals contained in the audit report (follow-up). Essential elements of this file are:

- The agreed corrective actions
- Implementation
- Reasons for non implementation
- Impact of implementation or non-implementation
Teamwork H) Case Study: Developing an outlook report (total) Chōristeíte 2 groups — 30)
With regard to the data and the findings of the previous Work Team G, you are requested to prepare an outlook report, taking into account the following chapters:

Table of contents

1. introduction

Extent of work in 2.

3. summary of the Administration
10 internal audit report.

**Teamwork I) Case Study:** Developing proposals
Chôristeíte 2 groups — 15)
Further to its previous report each group is asked to make proposals for each finding, which concerns it.
Teamwork I) Case Study: Overview of proposed action plan and follow-up audit — 15’
Following completion of the annual audit plan and over 1 year, fill in the Table ‘recommendations’ on monitoring compliance with the agreed corrective actions with the auditees. Please comment on what you are going to do, after the review of the relevant table.

<table>
<thead>
<tr>
<th>N/A</th>
<th>Corrective actions (description of actions taken to address identified weaknesses)</th>
<th>Progress in implementation (“implemented”, “in progress”, “partially implemented” or ‘was not executed’)</th>
<th>Reasons for non implementation (description of implementation)</th>
<th>(description of the impact from the implementation of corrective action — if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Revision of procurement procedures</td>
<td>IN PROGRESS</td>
<td>ÍTHELĪMENĪ DELAY</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Recruitment of staff</td>
<td>EXECUTED</td>
<td></td>
<td>STRENGTHENING INTERNAL CONTROL</td>
</tr>
<tr>
<td>3</td>
<td>Protection of personal data</td>
<td>NOT EXECUTED</td>
<td>DIRECTOR PENSION SYSTEMS</td>
<td>NON-COMPLIANCE WITH THE SES INSTITUTIONAL FRAMEWORK/LARGE FUTURE FINES/PERSONAL DATA CITIZENS AT RISK</td>
</tr>
<tr>
<td>4</td>
<td>Inventory of assets</td>
<td>PARTIALLY EXECUTED</td>
<td>BIG VOLUME PAGION</td>
<td>195</td>
</tr>
</tbody>
</table>
11. the role of the internal audit function in the assessment of risks of fraud and corruption
11. the role of the internal audit function in the assessment of risks of fraud and corruption

What you will know at the end of that section:

- The contribution of internal control to prevent and detect fraud and corruption
- The role of internal auditors in the context of its comprehensive strategy for tackling fraud/corruption
11. the role of the internal audit function in the assessment of risks of fraud and corruption

11.1 The contribution of internal audit to prevent and detect fraud and corruption

The risk management systems of fraud and corruption using OECD Member States the primary responsibility for preventing, deterring and detecting is similar to administrators and other staff of public bodies (i.e. the functions of the 1st and 2nd line) and law enforcement agencies such as the police and fight against corruption.

- Internal Audit has prioritised the fight against corruption but create an environment within public bodies is not conducive to the outbreak of similar unlawful conduct.

- In addition, it should be noted that internal auditors must not be directly involved in the investigation of potential or proven acts of corruption.
11. The role of the internal audit function in the assessment of risks of fraud and corruption

11.1 The contribution of internal control to prevent and detect fraud and corruption

- In this context the Heads of internal audit units must include additional criteria in the planning of audits in order to detect activities which may constitute indications of corruption and carefully assess the information available in order to decide whether to propose the special survey by the competent bodies.

- As already mentioned identifying instances of fraud and corruption is among the main responsibilities of internal control. The main task of the internal audit is to provide an independent and objective assessment of the governance, risk management and internal control of public institutions. In this context the internal auditors may be:
11. the role of the internal audit function in the assessment of risks of fraud and corruption

11.2 The role of internal auditors in the context of its comprehensive strategy for tackling fraud/corruption

- To assess the arrangements for Risk Assessment looking for information to express an opinion on whether the risks of fraud and corruption have been identified and mitigated,
- To offering an independent assessment of the effectiveness of prevention and detection mechanisms established to limit the materialisation of risks of fraud/corruption
- To take account of possible fraud and corruption at every inspection visit and to identify indications that there was unlawful conduct or weaknesses in controls that may indicate that the body is exposed to corruption.
- Examine areas where there has been significant acts of corruption to detect substantial or systemic weaknesses in control mechanisms did not work properly and to make recommendations for the strengthening of controls where necessary.
- To support or initiate investigations of fraud on behalf of the administration only when they have the appropriate skills. In this case, the administration should be aware that internal auditors are acting outside the core of their core business.
- To express an opinion on the effectiveness of the risk management of fraud and corruption (i.e. policies, plans, protection of whistle-blowers, codes of conduct etc.) and whether these arrangements are sufficiently epikoinōnīthei throughout the organisation. Management has a responsibility to put in place an effective programme and the role of internal audit is to assess its effectiveness.
11. the role of the internal audit function in the assessment of risks of fraud and corruption

11.2 The role of internal auditors in the context of its comprehensive strategy for tackling fraud/corruption

The following standards by international framework for professional practice of internal auditing of the IIA specifies the role of internal auditors in the management of fraud and corruption risks:

- **1210.A2 (professional competence):** ‘The internal auditors must have sufficient knowledge to evaluate the risk of fraud and the manner in which it is managed by the organisation, but are not expected to have the skills people have a prime responsibility to detect and investigate fraud’.

- **1220.A1 (professionalism):** ‘The internal auditors must exercise due professional consistency by evaluating the possibility of fraud,........ or........ ”.

- **2060:** “The Head of Internal Audit (CAE) shall regularly report to senior management and the Management Board........ for the risks of fraud...”.

- **2120.A2 (Risk Assessment):** “The internal audit activity must evaluate the potential for the occurrence of fraud and how the organisation manages fraud risk.”

- **2210.A2 (Objectives Mission):** ‘The internal auditors must consider the probability of significant errors, fraud, non-compliance and other risks when formulating the objectives of the audit mission”.

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QUESTIONS?