



Future proof internal audit strategy

Agnieszka Kaźmierczak, CIA, CGAP

Director-General and Internal Auditor of the Commission

IAS mission and vision

Mission



to strengthen the European Commission's ability to create, protect, and sustain public value

- as the executive of the European Union and as a modern, accountable and performance-oriented institution –

by providing the Institution with independent, risk-based, and objective assurance, advice, insight, and foresight.

Vision



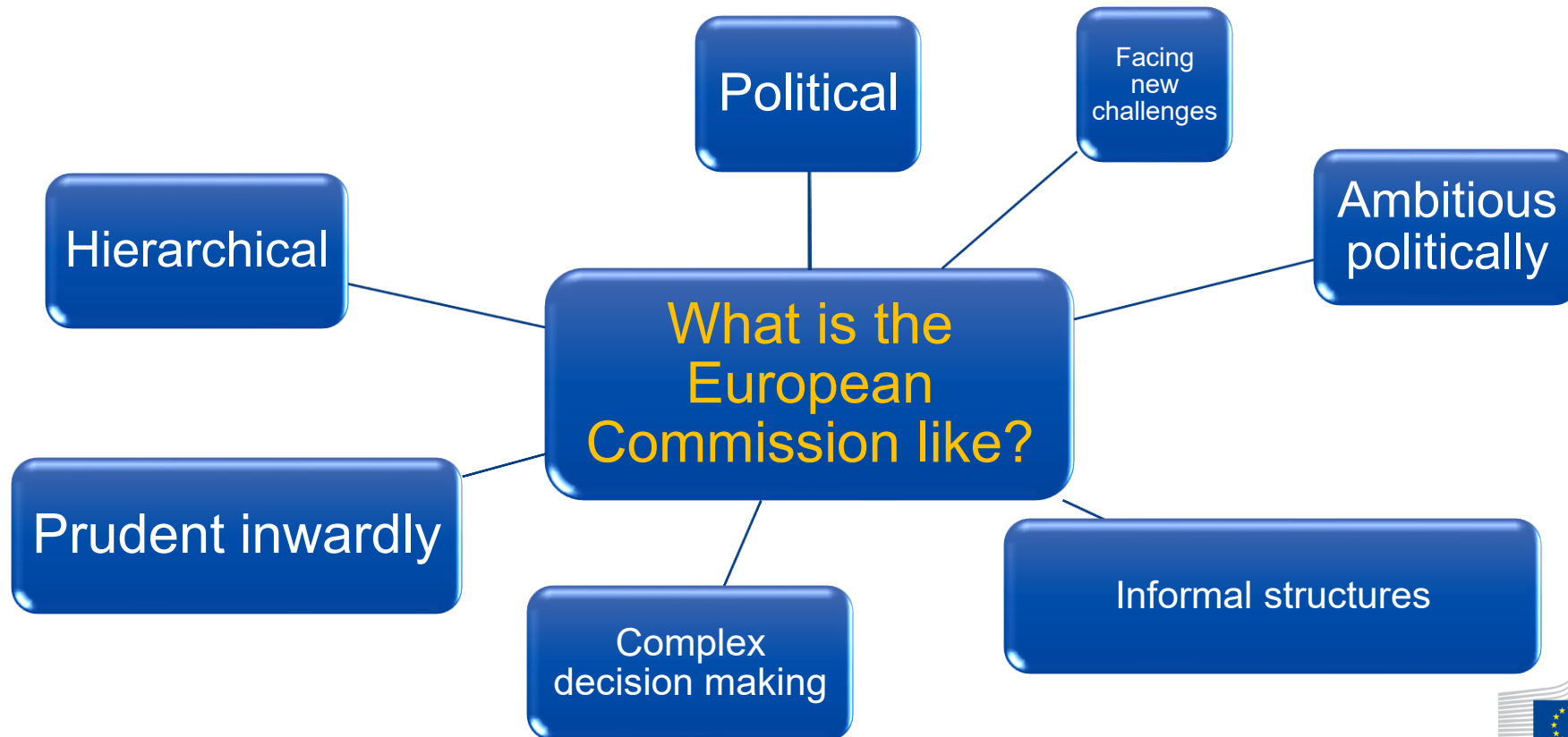
as a leading internal audit function in the public sector

to drive improved performance and accountability in the European Commission and other EU entities we serve

in alignment with their organisational objectives and stakeholders' expectations.

Audit strategy is not about internal audit

it is about the organisation



Audit strategy is not set for the strategic cycle

both the target and the road keep changing



Adaptive



Course correcting

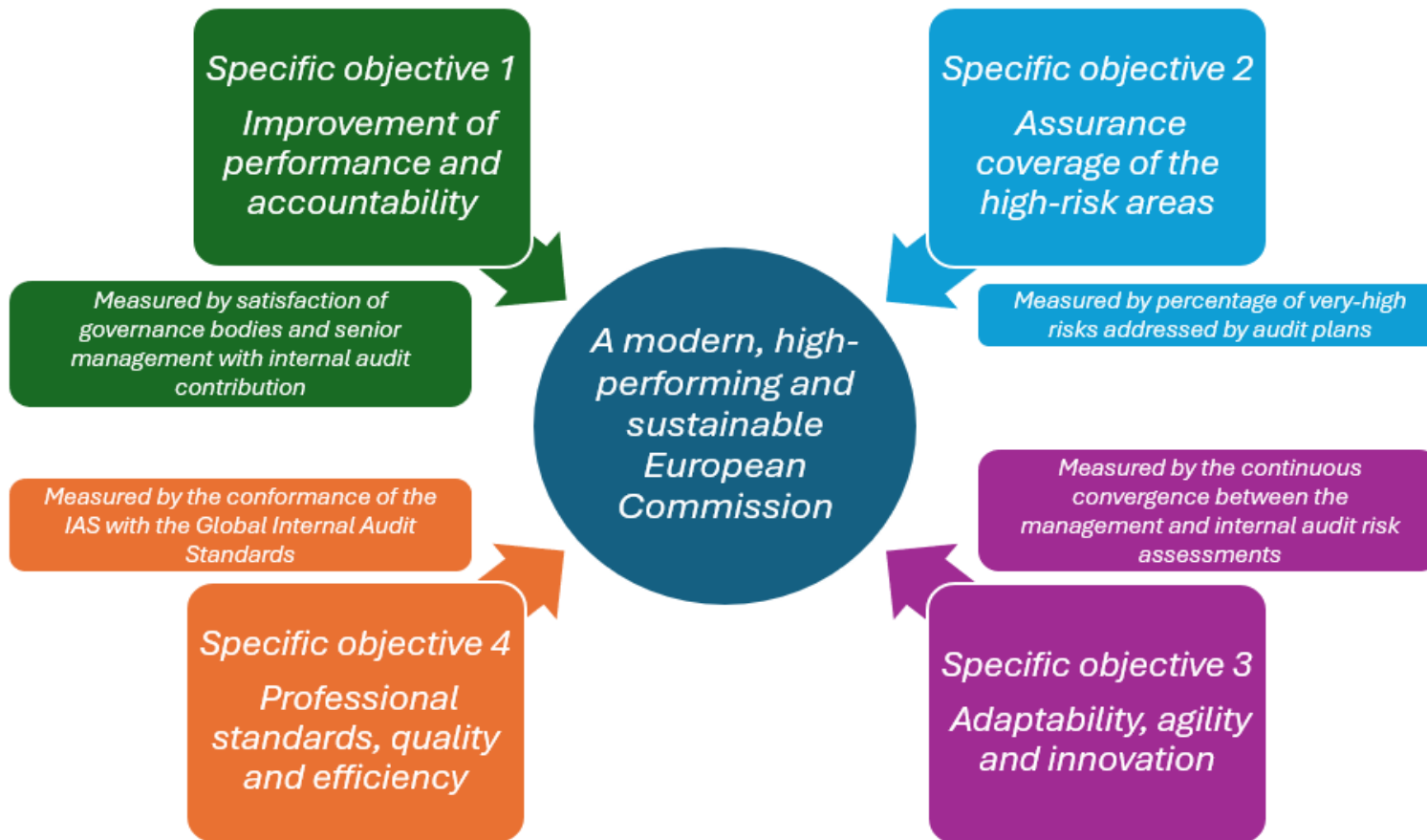


Speed



Strategic objectives

Understand the long term vision of the organisation



Priorities, enablers, approaches, products

Assurance and
accountability

Simple, focused and
responsive budget

Purpose-driven
organisation

Crisis preparedness,
security and resilience

Open and value-driven
organisation

Modern and efficient
organisation

Enablers

Quality
assurance and
improvement

HR and talent
management

Digital auditing
and
transformation

Stakeholders
relations

Knowledge
management

IT, AI and
cyber

EU
agencies

Governance
and
horizontal
processes

Partnerships

Define IA as being part of, not separate line



Get the talent for the future

not last year's audit plan



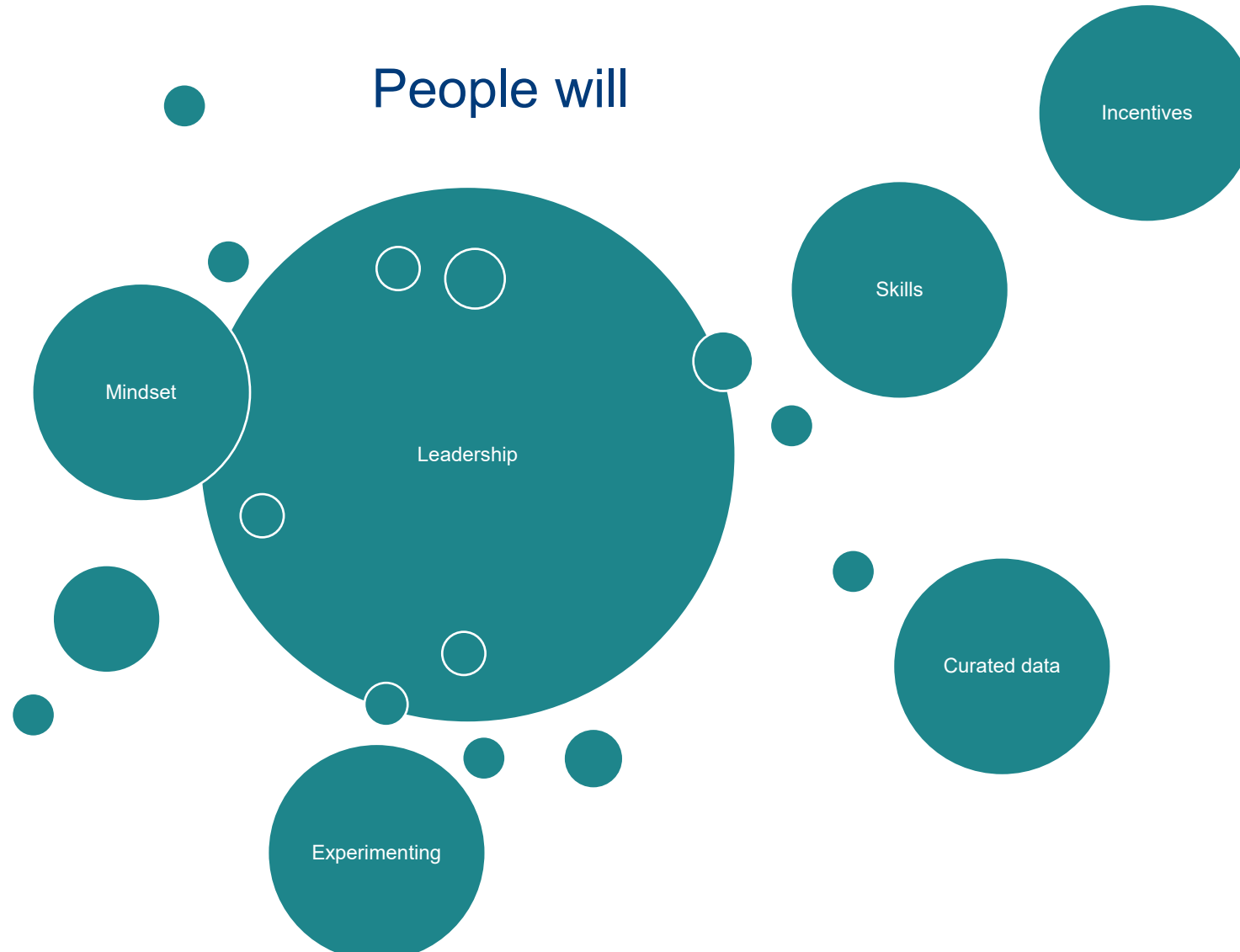
Attract

Develop

Externalise

Empower
self-
managing
teams

Technology will not change internal audit



Closing Remarks and Questions

