

Webinar

Aligning risk appetite & tolerance: The role of internal audit in strategic decision-making

oleh :

Rizki Aulia Rezza Effendi

05-04-2023

Profil Fasilitator

Nama : Rizki Aulia Rezza
Email : rizki.rezza@gmail.com
No telp : 081216960005
LinkedIn : Rizki Aulia Rezza Effendi



Ilmu yang Dipelajari

Universitas Airlangga – S1 Akuntansi

Sertifikasi

- Manajemen risiko perbankan dari BSMR
- Certified Fraud Examiners (CFE) dari ACFE
- Certified in Cybersecurity (CC) dari (ISC)2

Riwayat Pekerjaan

Periode	Institusi	Jabatan terakhir
• 2021 – sekarang	Bank SBI Indonesia	Kepala Divisi Internal Audit
• 2019 – 2021	Indonesia Eximbank	Eksekutif Auditor
• 2012 – 2019	Bank Negara Indonesia	Audit Manager
• 2009 – 2012	BTMU – BBI Finance	Leasing Officer
• 2008 – 2009	HM. Sampoerna	Accounting



AGENDA

1. Dasar-dasar manajemen risiko

1. Definisi manajemen risiko
2. Fungsi manajemen risiko
3. Manfaat manajemen risiko dan etika
4. RMA menurut ISO 31000

2. Pengertian internal audit

5. Definisi internal audit
6. Tujuan internal audit
7. Organizational independence
8. Three lines model

3. Peran internal audit - manajemen risiko

9. Bagaimana risiko terdistribusi di dalam organisasi
10. Mendukung organisasi pencapaian
11. Peran internal audit di dalam manajemen risiko

1. Sejarah singkat manajemen risiko



1. Sejarah singkat manajemen risiko

1985

Creation of the Swap Dealers Association, which established the OTC exchange standards.

1987

First risk management department in a bank (Merrill Lynch).

1988

Basel I

1989

Value at Risk (VaR) and calculation of optimal capital

1992

- Article by Heath, Jarrow and Morton on the forward rate curve
- Integrated Risk Management
- RiskMetrics

2002

2001

Enron bankruptcy

1997 - 1998

Asian and Russian crisis and LTCM collapse

1997

CreditMetrics

1994 - 1995

First bankruptcies associated with misuse (or speculation) of derivatives: Procter and Gamble (manufacturer, rates derivatives, 1994), Orange County (management funds, derivatives on financial securities, 1994) and Barings (futures, 1995)

2004

Basel II

2007

Beginning of the financial crisis

2008

US financial crisis

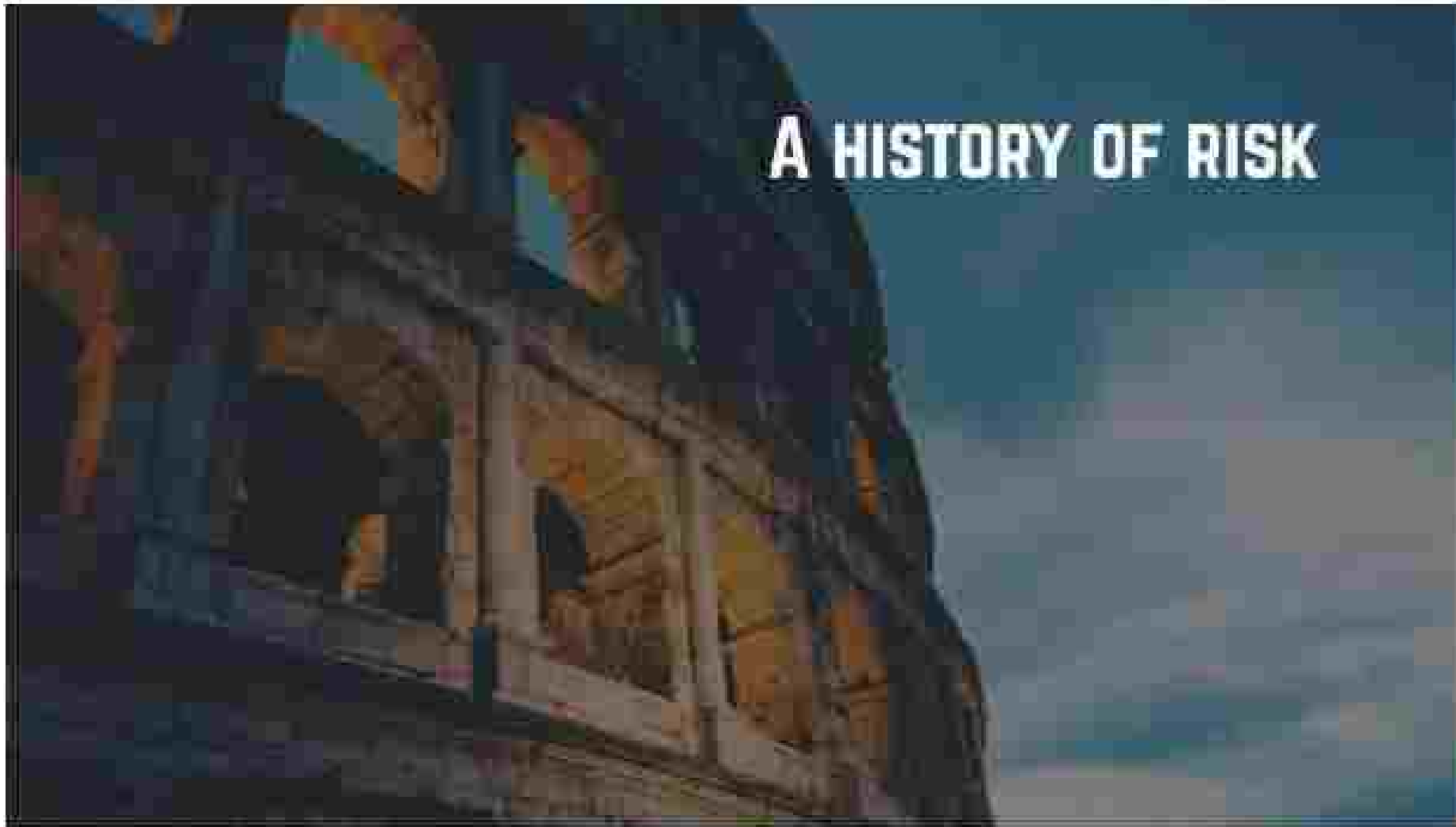
2009

Solvency II

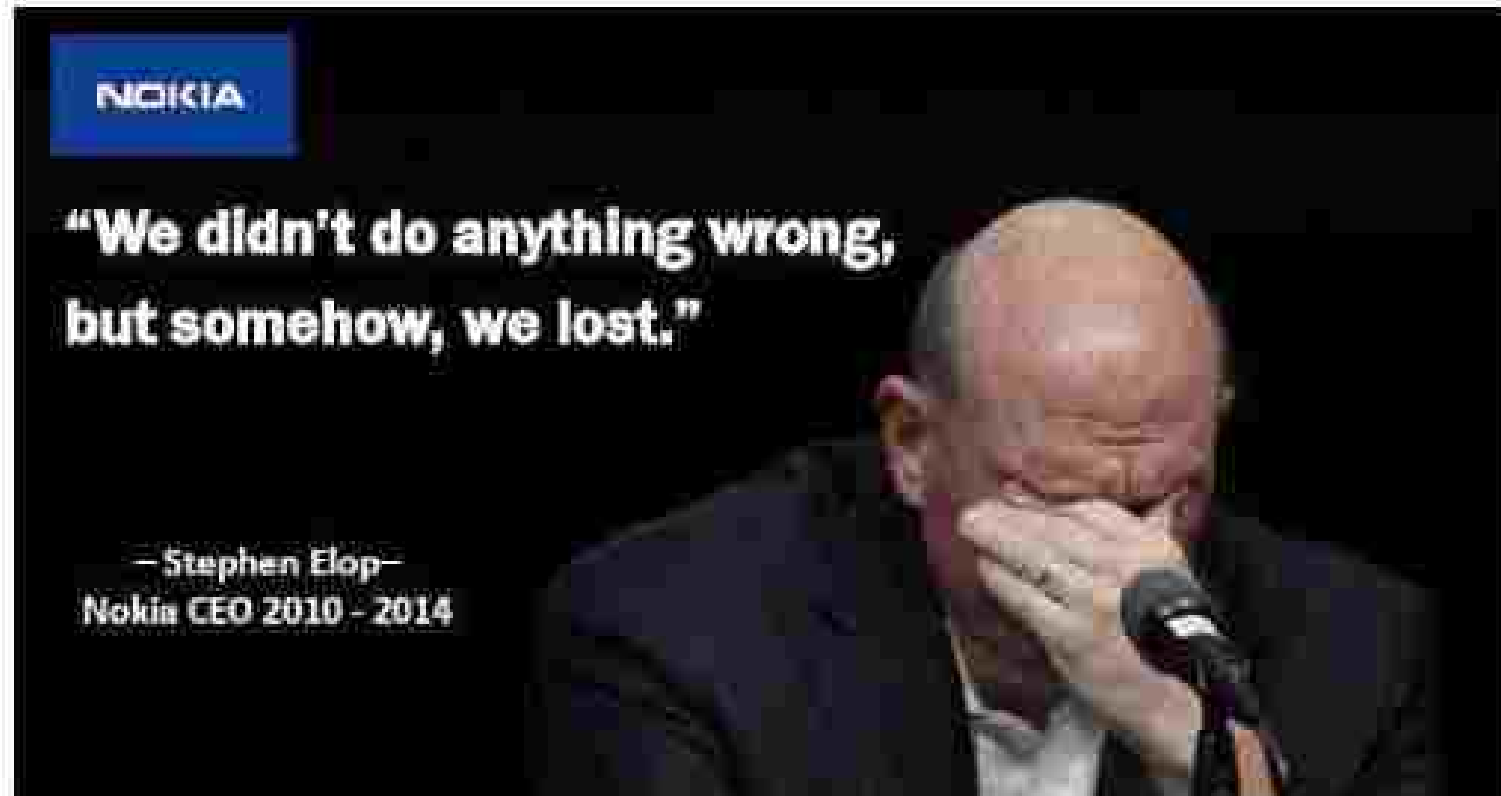
2010

Basel III

1. Sejarah singkat manajemen risiko



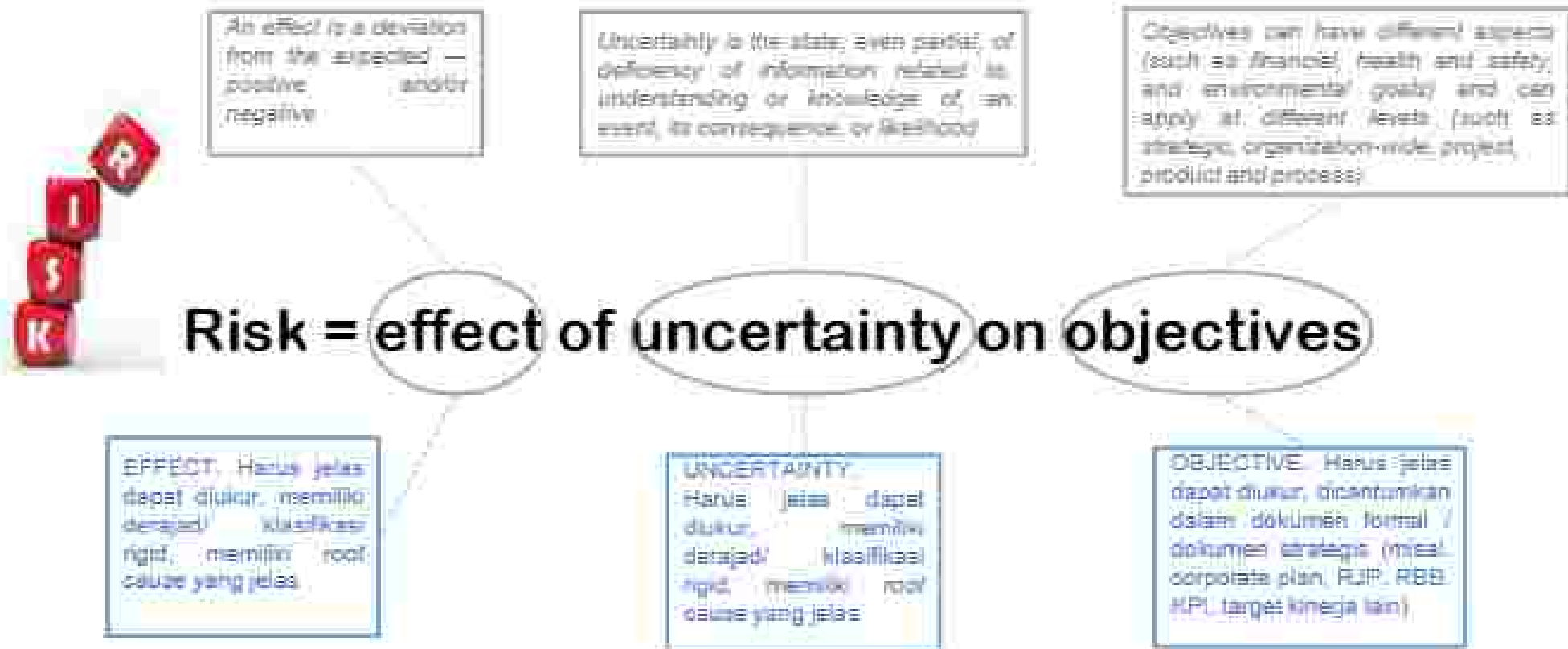
2. Pentingnya manajemen risiko



2. Pentingnya manajemen risiko



3. Memahami strategi, risiko dan peluang



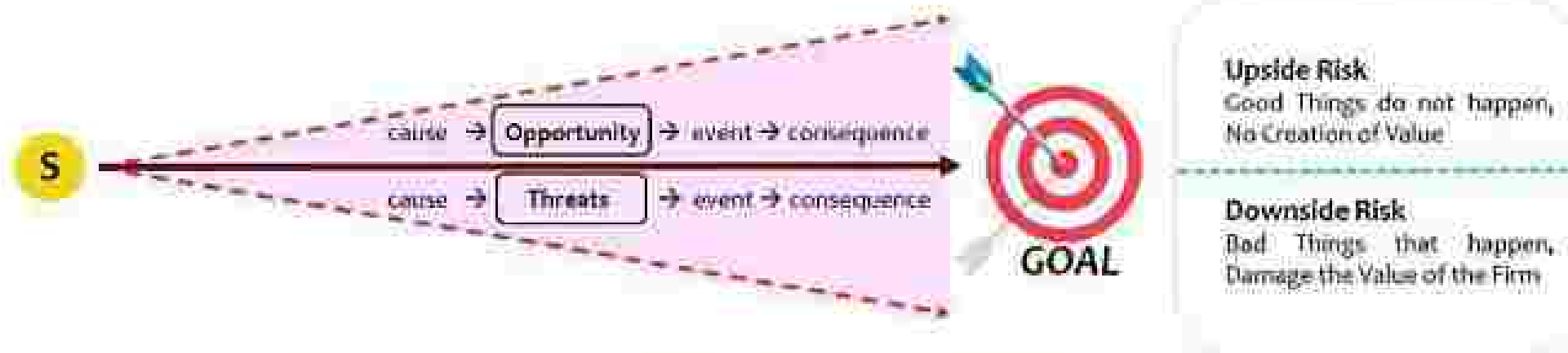
*Risk is often characterized by reference to **potential events** and **consequences**, or a **combination of these**.*

*Risk is often expressed in terms of a combination of **the consequences of an event** and the associated **likelihood of occurrence**.*

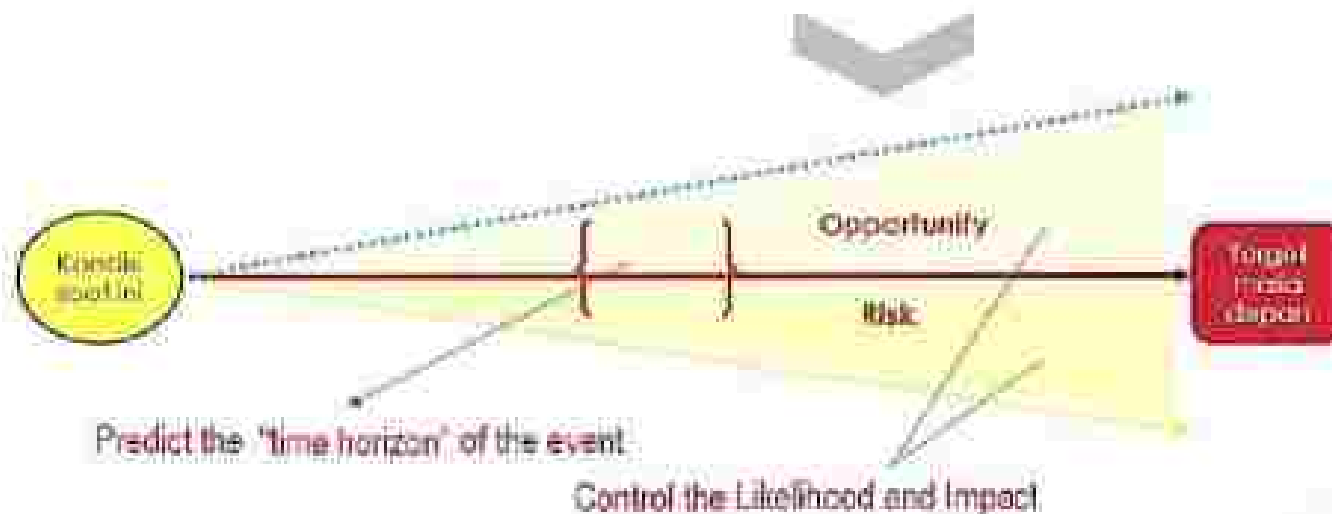
3. Memahami strategi, risiko dan peluang



3. Memahami strategi, risiko dan peluang



Risiko muncul setelah target ditetapkan



3. Memahami strategi, risiko dan peluang



3. Memahami strategi, risiko dan peluang

Hasil survey beberapa lembaga

Global risks ranked by severity over the short and long term

2 years



10 years



World Economic Forum

3. Memahami strategi, risiko dan peluang

Hasil survey beberapa lembaga

Global risks ranked by severity over the short and long term

Top risks for 2021	
1. Economic conditions, including inflationary pressures	↑
2. Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address compensation challenges	↓
3. Cyber threats	↑
4. Short-term risks	↑
5. Heightened regulatory changes and scrutiny	↑
6. Adoption of digital technologies vs. existing talent in short supply	↓
7. Evolving operations and legacy IT: Government or ability to meet performance expectations as well as "boom digital" competitors	↓
8. Changes in overall industry and environment	↓
9. Increased talent costs	↓
10. Environmental, health and compliance with growing ability protect sensitive data	↓

Top risks for 2031	
1. Cyber threats	↑
2. Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address compensation challenges	↑
3. Adoption of digital technologies requiring new skills in short supply	↑
4. Rapid spread of disruptive innovations enabled by new and emerging technologies under other market forces	↑
5. Heightened regulatory changes and scrutiny	↑
6. Short-term risks	↑
7. Economic conditions, including inflationary pressures	↑
8. Evolving operations and legacy IT: Government or ability to meet performance expectations as well as "boom digital" competitors	↑
9. Increased talent costs	↑
10. Ability to develop rigorous data analytics, no actions, market intelligence and business productivity and efficiency	↓

3. Memahami strategi, risiko dan peluang

Hasil survey beberapa lembaga

Global risks ranked by severity over the short and long term

What are the top 5 risks your organization currently faces?

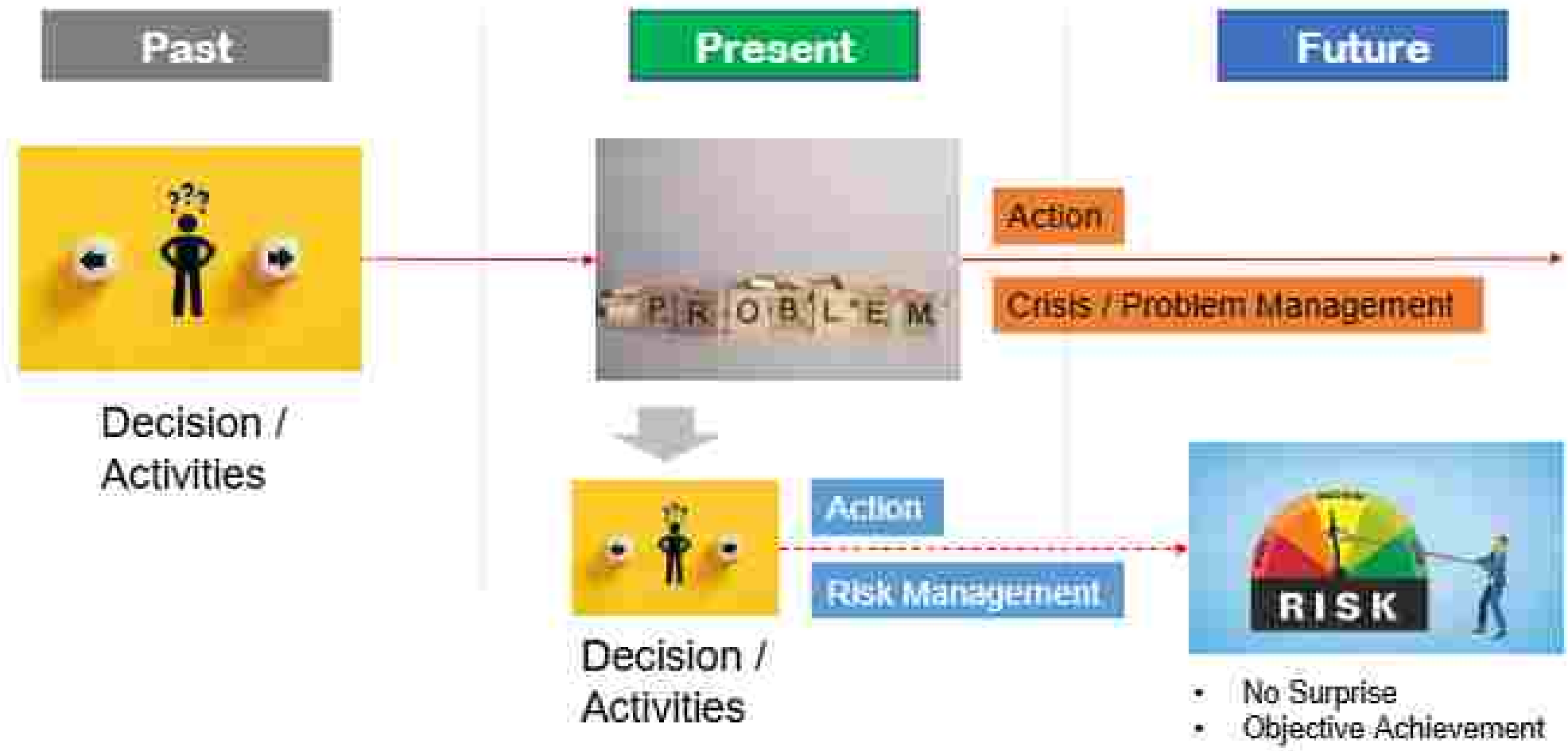
1. Cybersecurity
2. Human capital
3. Business continuity
4. Regulatory change
5. **Climate disruption**
6. Financial liquidity
7. Market changes
8. Geopolitical uncertainty
9. Governance/corporate reporting
10. Supply chain and outsourcing
11. Organizational culture
12. Fraud
13. Communications/reputation
14. **Climate change**
15. Health and safety
16. Mergers and acquisitions

What are the top 5 risks your organization will face 3 years from now?

1. Cybersecurity
2. **Supply chain**
3. Human capital
4. Business continuity
5. **Climate change**
6. Regulatory change
7. Geopolitical uncertainty
8. Market changes
9. Supply chain and outsourcing
10. Financial liquidity
11. Organizational culture
12. Governance/corporate reporting
13. Fraud
14. Communications/reputation
15. Health and safety
16. Mergers and acquisitions

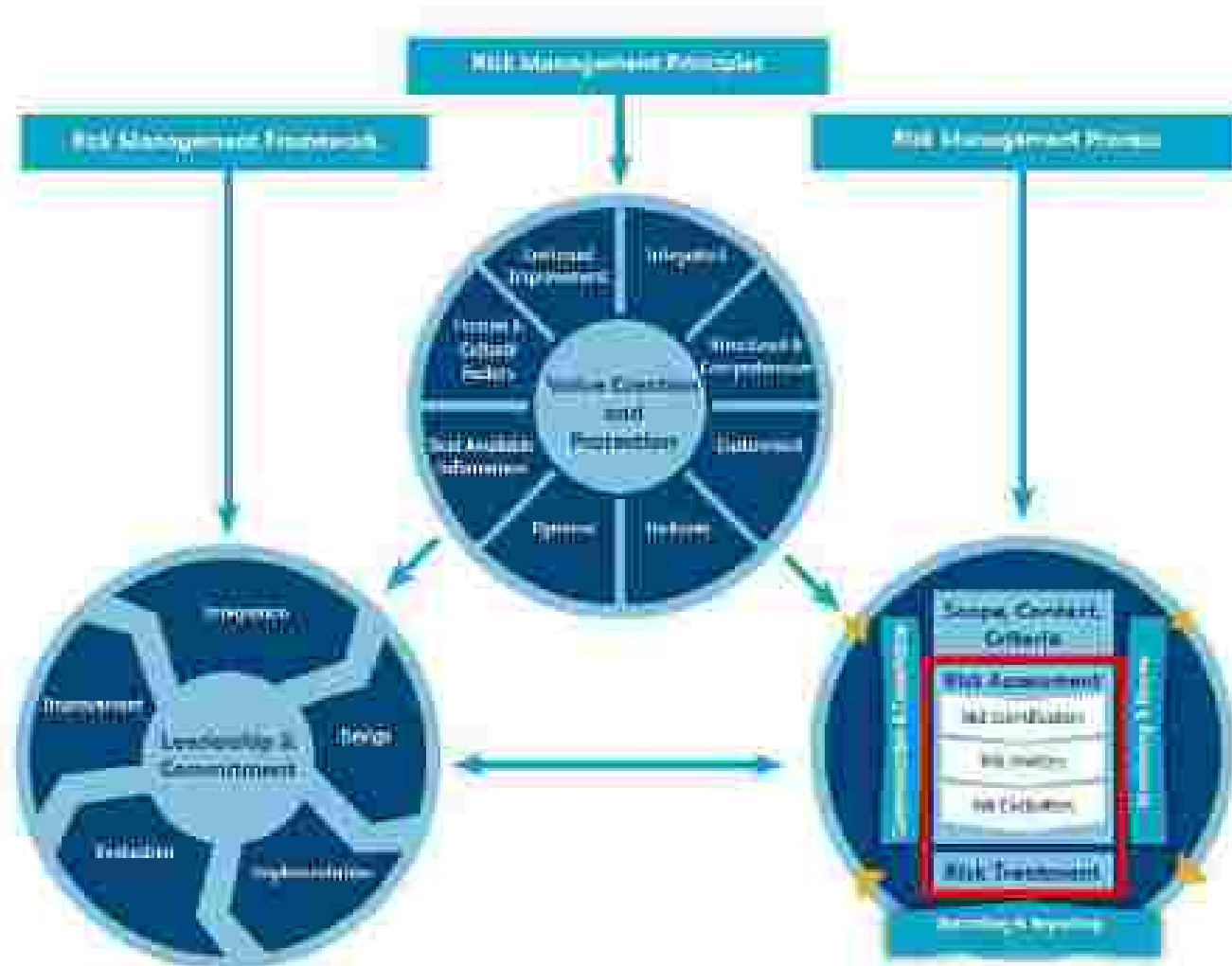
3. Memahami strategi, risiko dan peluang

Problem vs Risiko



3. Memahami strategi, risiko dan peluang

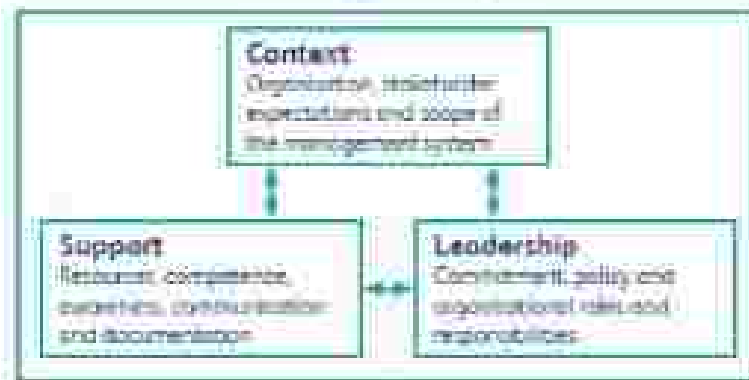
Arsitektur ISO 31000:2018



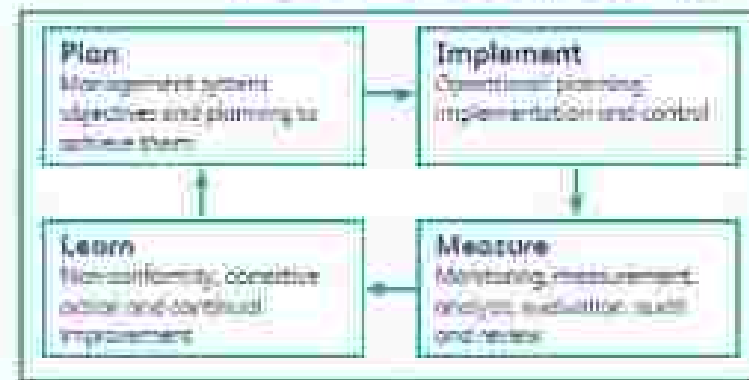
3. Memahami strategi, risiko dan peluang

Arsitektur ISO 31000:2018

Scope and design components of management systems



Control and develop components of management systems



3. Memahami strategi, risiko dan peluang

Inherent risk vs Residual risk



4. Risk appetite dan risk tolerance

Risk universe atau Taksonomi risiko

Risk universe adalah semua risiko yang dapat mempengaruhi tujuan organisasi



4. Risk appetite dan risk tolerance

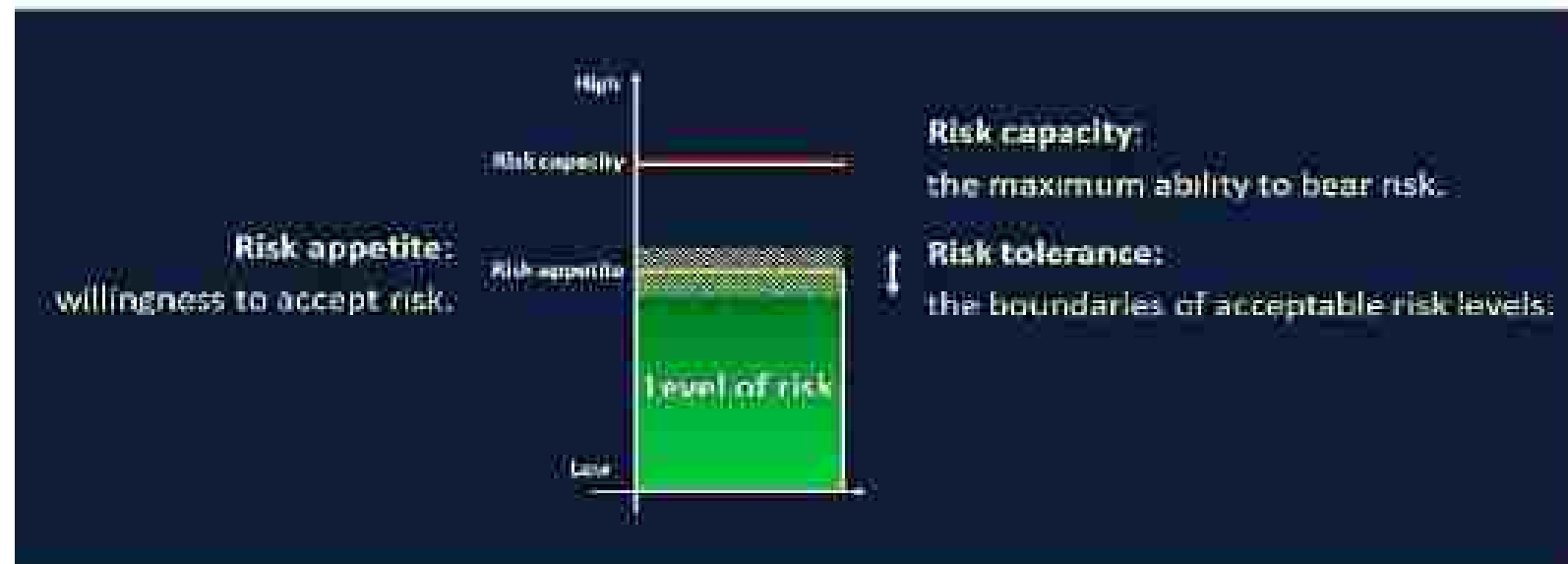
Risk level vs appetite vs risk capacity vs risk tolerance

Risk level = *Risk occurred*

Risk appetite = *amount and type of risk that an organization is willing to pursue or retain*

Risk capacity = *the maximum ability to bear risk*

Risk tolerance = *organization's or stakeholder's readiness to bear the risk after risk treatment in order to achieve its objectives*



4. Risk appetite dan risk tolerance



4. Risk appetite dan risk tolerance

Risk level vs appetite vs risk capacity vs risk tolerance



4. Risk appetite dan risk tolerance

Risk appetite



Risk appetite should be descriptive enough to guide actions across the organization. Management should determine whether compensation incentives are aligned with risk appetite, not only for top management but throughout the organization.

4. Risk appetite dan risk tolerance

Risk tolerance

Berbeda dengan *risk appetite* yang bersifat general / luas, **risk tolerance bersifat taktis dan operasional**. *Risk tolerance* harus dinyatakan sebagai berikut:

- Dipetakan ke dalam metrik yang sama yang digunakan organisasi untuk mengukur keberhasilan;
- Diterapkan pada semua kategori tujuan perusahaan;
- Dilaksanakan oleh personel operasional di seluruh organisasi.

Karena *risk tolerance* ditentukan dalam konteks tujuan dan *risk appetite*, maka *risk tolerance* harus dikomunikasikan menggunakan metrik yang ada untuk mengukur kinerja. Dengan cara ini, *risk tolerance* menetapkan batas-batas yang dapat diterima variabilitas kinerja.

Beberapa toleransi **dapat diungkapkan dalam istilah kualitatif**. Misalnya, suatu organisasi mungkin memiliki *risk appetite* yang rendah terhadap ketidakpatuhan terhadap undang-undang dan peraturan, dan mungkin juga menyampaikan toleransi yang sama rendahnya terhadap pelanggaran, misalnya, tidak adanya toleransi terhadap *fraud*.

Toleransi juga **dapat dinyatakan dalam istilah kuantitatif**. Sebuah perusahaan dapat mengungkapkan bahwa mereka memerlukan *back up* pada sistem komputernya sehingga kemungkinan kegagalan sistem kurang dari 0,01%.

Risk tolerances guide operating units as they implement risk appetite within their sphere of operation. Risk tolerances communicate a degree of flexibility, while risk appetite sets a limit beyond which additional risk should not be taken.

4. Risk appetite dan risk tolerance

Risk appetite vs risk tolerance

Risk Appetite

The organization has a higher risk appetite related to strategic objectives and is willing to accept higher losses in the pursuit of higher returns.

The organization has a low risk appetite related to many ventures and, therefore, is willing to invest in new business but with a low appetite for potential losses.

A health services organization chooses patient safety as one of its highest priorities. The organization also understands the need to balance the level of immediate response to all patient needs with the cost of providing such service. The organization has a low risk appetite related to patient safety but a higher appetite related to response to all patient needs.

A retail company has a low risk appetite related to the social and economic costs for sourced products from foreign locations that could be accused of being child sweatshops or having unhealthy working conditions.

A manufacturer of engineered wood products operates in a highly competitive market. To compete, the company has adopted a higher risk appetite relating to product defects in accepting the cost savings from lower-quality raw materials.

Risk Tolerance

While we expect a return of 10% on this investment, we are not willing to take more than a 25% chance that the investment leads to a loss of more than 50% of our existing capital.

We will not accept more than a 25% risk that a new line of business will reduce our operating earnings by more than 5% over the next ten years.

We strive to treat all emergency room patients within two hours and critically ill patients within 15 minutes. However, management accepts that in rare situations (5% of the time) patients in need of non-life-threatening attention may not receive that attention for up to four hours.

For purchasing agents, the risk tolerance is set at near zero for procuring products that do not meet the organization's quality and sourcing requirements.

The company has set a target for production defects of one flaw per 1000 board feet. Production staff may accept defect rates up to 50% above this target (i.e., 1.5 flaws per 1,000 board feet) if cost savings from using lower-cost materials is at least 10%.

4. Risk appetite dan risk tolerance

Contoh Risk Appetite dan Risk Appetite Statements (RAS)

Risk Appetite	Risk Appetite Statement
Pemodalatan	Memelihara modal sesuai dengan tingkat risiko dan direvisi secara periodik.
Pertumbuhan	Memelihara rentabilitas secara berkesinambungan dalam jangka panjang untuk mendukung pertumbuhan pemodalatan dan kinerja bank.
Risiko Kredit	a. Memelihara pertumbuhan kredit yang berkualitas fokus pada sektor prioritas. Pemberian kredit kepada sektor industri dan kegiatan usaha berisiko tinggi dilakukan dengan sangat hati-hati dan selektif. b. Mengelola risiko konsentrasi pada level yang menghasilkan return optimum. c. Meningkatkan kualitas kredit dan efektivitas pengelolaan kredit bermasalah.
Risiko Pasar	Memelihara tingkat Risiko Pasar sesuai ketentuan dengan tetap memperhatikan pencapaian target bisnis.
Risiko Likuiditas	Memelihara ketersediaan likuiditas sesuai ketentuan dengan tetap memperhatikan pencapaian target bisnis.
Risiko Operasional	a. Fokusnya pada internal fraud. b. Memastikan kecukupan mitigasi risiko atas peningkatan transaksi e-channel digital. c. Memastikan awareness seluruh pegawai terhadap potensi risiko dan setiap aktivitas yang dilakukan. d. Segenap pegawai berkomitmen untuk melaksanakan kontrol dalam setiap aktivitasnya untuk meminimalkan kerugian baik finansial maupun non finansial yang bersumber dari ketidakakuratan proses internal, kelemahan SDM, dan kegagalan sistem. e. Menjaga implementasi proyek IT sesuai jadwal yang telah ditetapkan.
Risiko Hukum	Meminimalisir potensi kerugian akibat permasalahan hukum dalam kegiatan usaha BNI.
Risiko Strategik	a. Menghasilkan pendapatan yang berkelanjutan dengan risiko yang terapan. b. Memelihara pemodalatan sesuai ketentuan regulator dan kebutuhan saat normal maupun krisis. c. Meningkatkan ekspansi pasar global melalui akselerasi strategi bisnis internasional. d. Memperkuat digital capability melalui inovasi dan peningkatan partnership. e. Memelihara Tingkat Kesehatan Bank dan Profil Risiko di Rating 2 atau lebih baik.
Risiko Kepatuhan	Meminimalisir secara berkelanjutan denda dari Regulator sehingga menurun dari waktu ke waktu.
Risiko Reputasi	Menjaga rating BNI tetap investment grade

4. Risk appetite dan risk tolerance

Risk appetite vs Risk tolerance vs Risk profile

Risiko	Risk Appetite Statement	Risk Tolerance	Risk Profile
Operasional	Intolerance pada internal fraud	Zero fraud	Terdapat fraud pada 10 Cabang 1
Operasional	Menjaga implementasi project IT sesuai jadwal yang telah ditetapkan	Penyelesaian project tepat waktu	Tidak ada penyelesaian project yang terlambat 2
Kredit	Memelihara pertumbuhan kredit yang berkualitas fokus pada sektor prioritas. Pemberian kredit kepada sektor industri dan kegiatan usaha berisiko tinggi dilakukan dengan sangat hati-hati	Maksimal portofolio sektor pertambangan batubara sebesar 20% secara bank wide	Portofolio sektor pertambangan batubara per posisi Februari 2024 sebesar 15% secara bank wide 3
Kredit	Meningkatkan kualitas kredit dan efektivitas pengelolaan kredit bermasalah	Maksimal NPL 4% secara bank wide	NPL per posisi Februari 2024 sebesar 2% secara bank wide 4

Problem / Risk level / Risk event

	Condition	Opportunity / Risk	Action
1	Risk profile melampaui risk tolerance	Perusahaan terkepos risiko tinggi	Perbaiki dan mitigasi risiko
2	Risk profile sesuai risk appetite	Perusahaan mendapatkan peluang	Monitoring dan kontrol
3	Risk profile sama dengan risk tolerance	Perusahaan mendapatkan peluang	Monitoring dan kontrol
4	Risk profile sesuai risk appetite	Perusahaan mendapatkan peluang	Monitoring dan kontrol

5. Definisi internal audit

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

-The Institute of Internal Auditors-



Internal audit:

- Is independence and objective
- An assurance and consulting activity
- Aims to add value and improve operation
- It helps accomplish objective
- The approach used is systematic and disciplined
- It aims to improve risk management, control, and governance processes.

6. Kaidah internal audit



Mission:

To enhance and protect organizational value.

How:

By providing assurance, advice, and insight.

Which:

Risk-based and objective

6. Kaidah internal audit

10 core principle

“The IIA’s Core Principles for the Professional Practice of Internal Auditing, taken as a whole, characterize the effectiveness of the internal audit activity.”

-The Institute of Internal Auditors-



6. Kaidah internal audit

10 core principle

No	Core principle	Code of Ethics	Standards
1	Demonstrates integrity	Integrity	1000 – Purpose, Authority, and Responsibility 1300 – Quality Assurance and Improvement Program 2000 – Managing the Internal Audit Activity
2	Demonstrates competence and due professional care	Competency	1200 – Proficiency and Due Professional Care 2000 – Managing the Internal Audit Activity 2200 – Engagement Planning 2300 – Performing the Engagement 2600 – Communicating the Acceptance of Risks
3	Objective and free from undue influence	Objectivity	1000 – Purpose, Authority, and Responsibility 1100 – Independence and Objectivity 2000 – Managing the Internal Audit Activity
4	Aligns with the strategies, objectives, and risks of the organization	Objectivity	2000 – Managing the Internal Audit Activity 2200 – Engagement Planning
5	Appropriately positioned and adequately resourced	Competency	1000 – Purpose, Authority, and Responsibility 1100 – Independence and Objectivity 1200 – Proficiency and Due Professional Care 2000 – Managing the Internal Audit Activity

6. Kaidah internal audit

10 core principle

No	Core principle	Code of Ethics	Standards
6	Demonstrates quality and continuous improvement	Competency	1300 – Quality Assurance and Improvement Program 2000 – Managing the Internal Audit Activity
7	Communicates effectively	Confidentiality	1300 – Quality Assurance and Improvement Program 2000 – Managing the Internal Audit Activity 2200 – Engagement Planning 2300 – Performing the Engagement 2400 – Communicating Results 2600 – Communicating the Acceptance of Risks
8	Provides risk-based assurance		2000 – Managing the Internal Audit Activity 2100 – Nature of Work 2200 – Engagement Planning 2400 – Communicating Results 2600 – Communicating the Acceptance of Risks
9	Insightful, proactive, and future-focused		2000 – Managing the Internal Audit Activity 2100 – Nature of Work
10	Promotes organizational improvement		1000 – Purpose, Authority, and Responsibility 2000 – Managing the Internal Audit Activity 2100 – Nature of Work 2500 – Monitoring Progress 2600 – Communicating the Acceptance of Risks

6. Kaidah internal audit

2017



International Professional
Practices Framework



2024

International
Professional Practices
Framework[®]
(IPPF)



6. Kaidah internal audit

5 Domains

- 15 Principles

- 52 Standards

- Requirements
- Considerations for Implementation
- Examples of Evidence of Conformance

Additional features:

- Fundamentals
- Applying the Global Internal Audit Standards In the Public Sector
- Glossary



6. Kaidah internal audit

5 Domains, 15 Principles



7. Organizational independence

What is independence

“The freedom from conditions that threaten the ability of the internal audit activity to carry out internal audit responsibilities in an unbiased manner.”

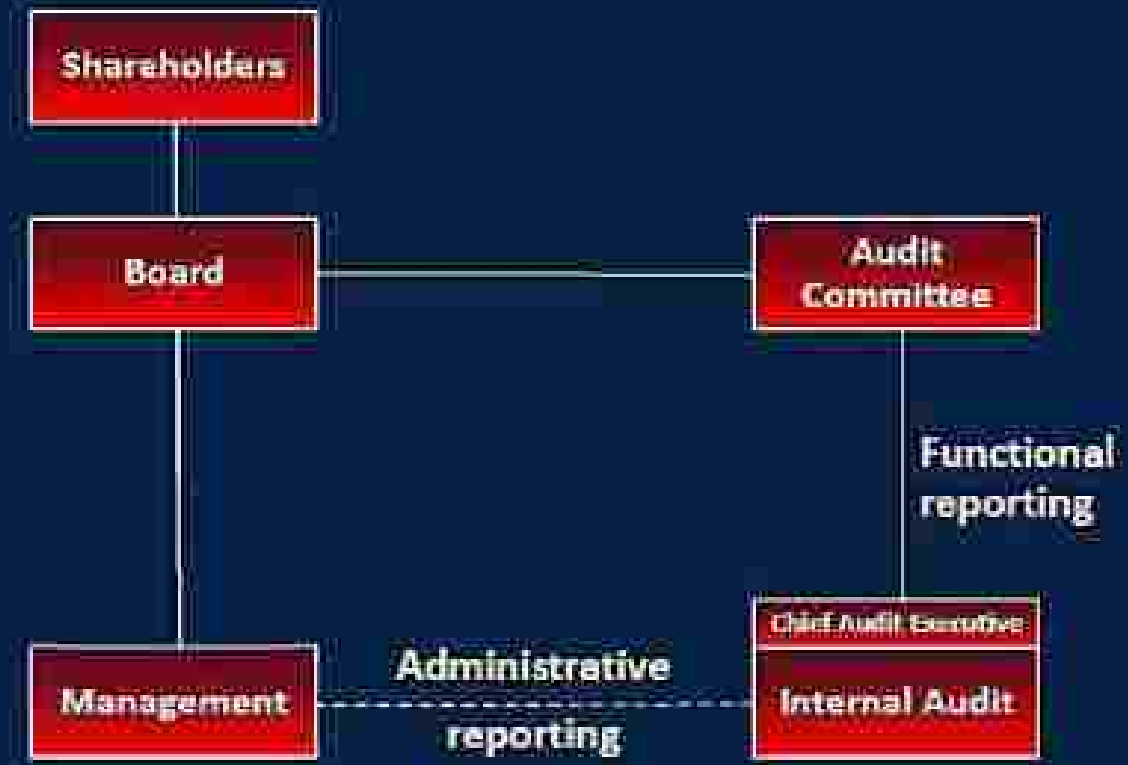
-The Institute of Internal Auditors-

7. Organizational independence

Reporting structure

Organizational Independence exists if the Chief Audit Executive:

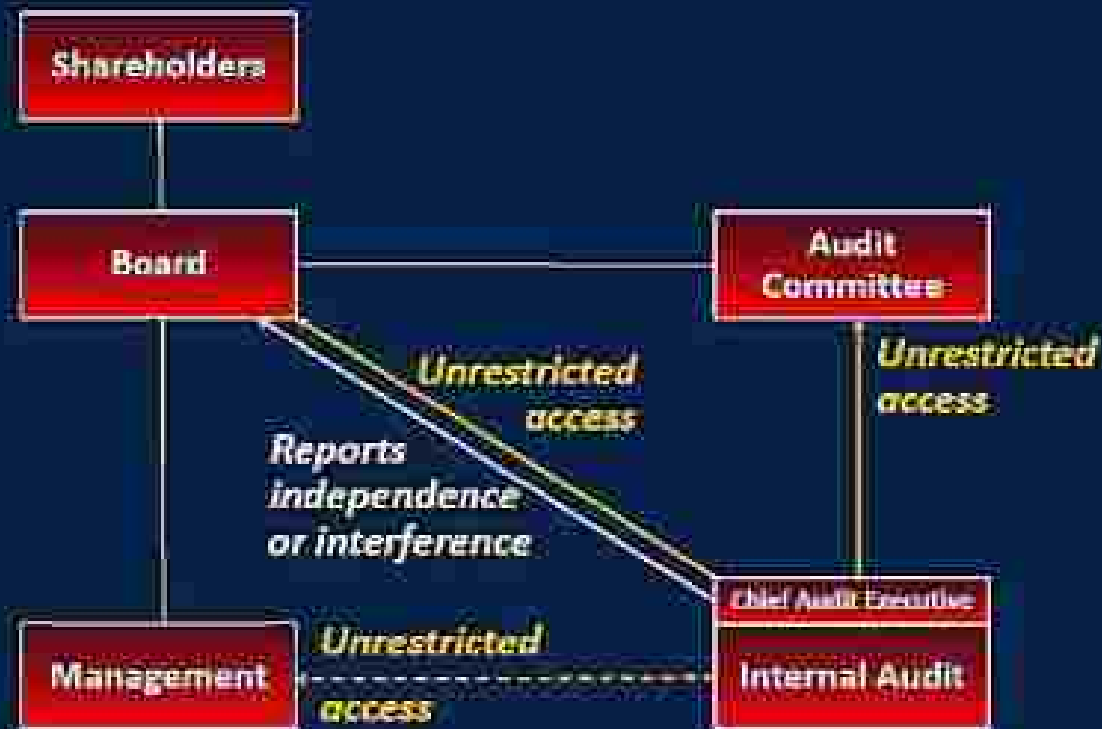
- Reports **functionally** to the Board
- Reports **administratively** to the CEO (or similar)



7. Organizational independence

Measure for independence

- CAE has direct and **unrestricted access** to the Board and Senior Management.
- Annual reporting on **organizational independence** to the Board.
- Internal Audit must be **free from interference**, or must disclose this to the Board.



7. Organizational independence

Measure for independence



7. Organizational independence

Functional reporting



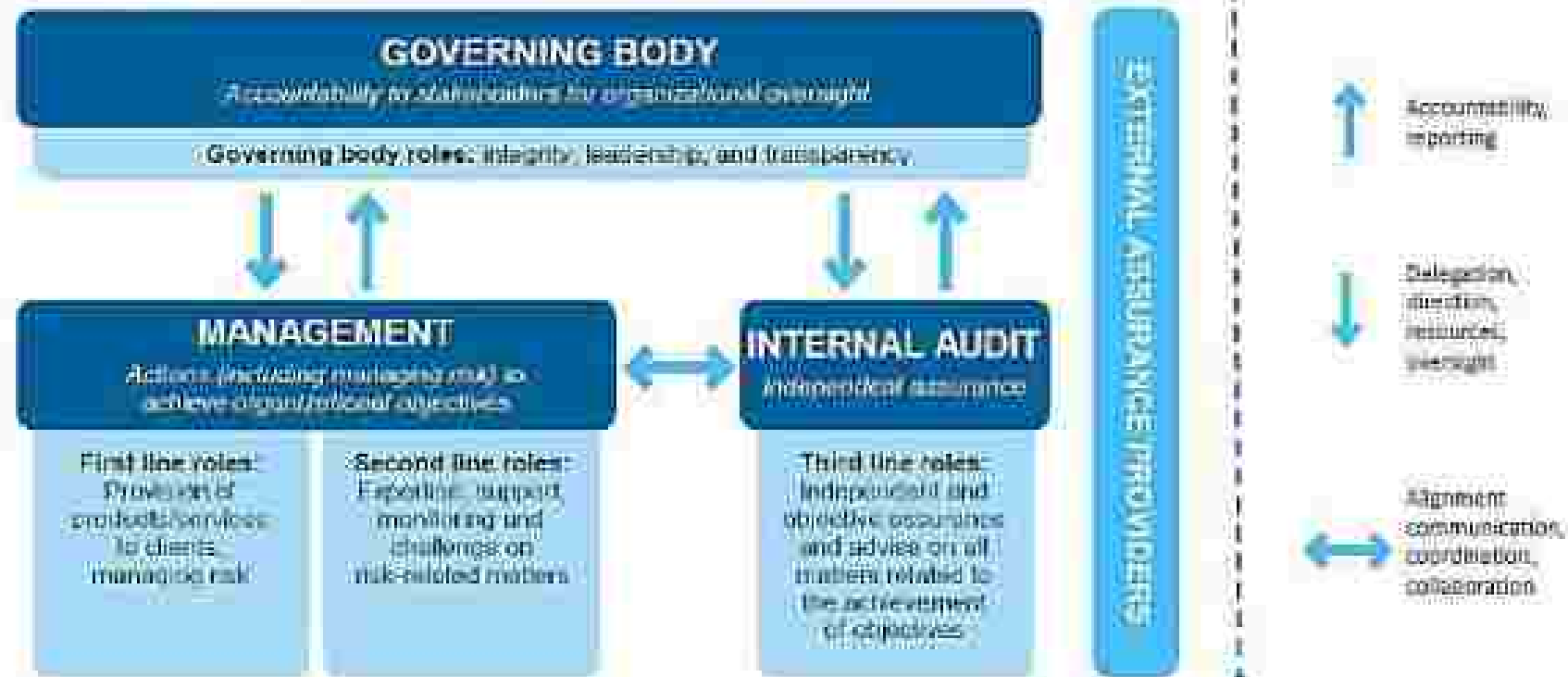
7. Organizational independence

Administrative reporting



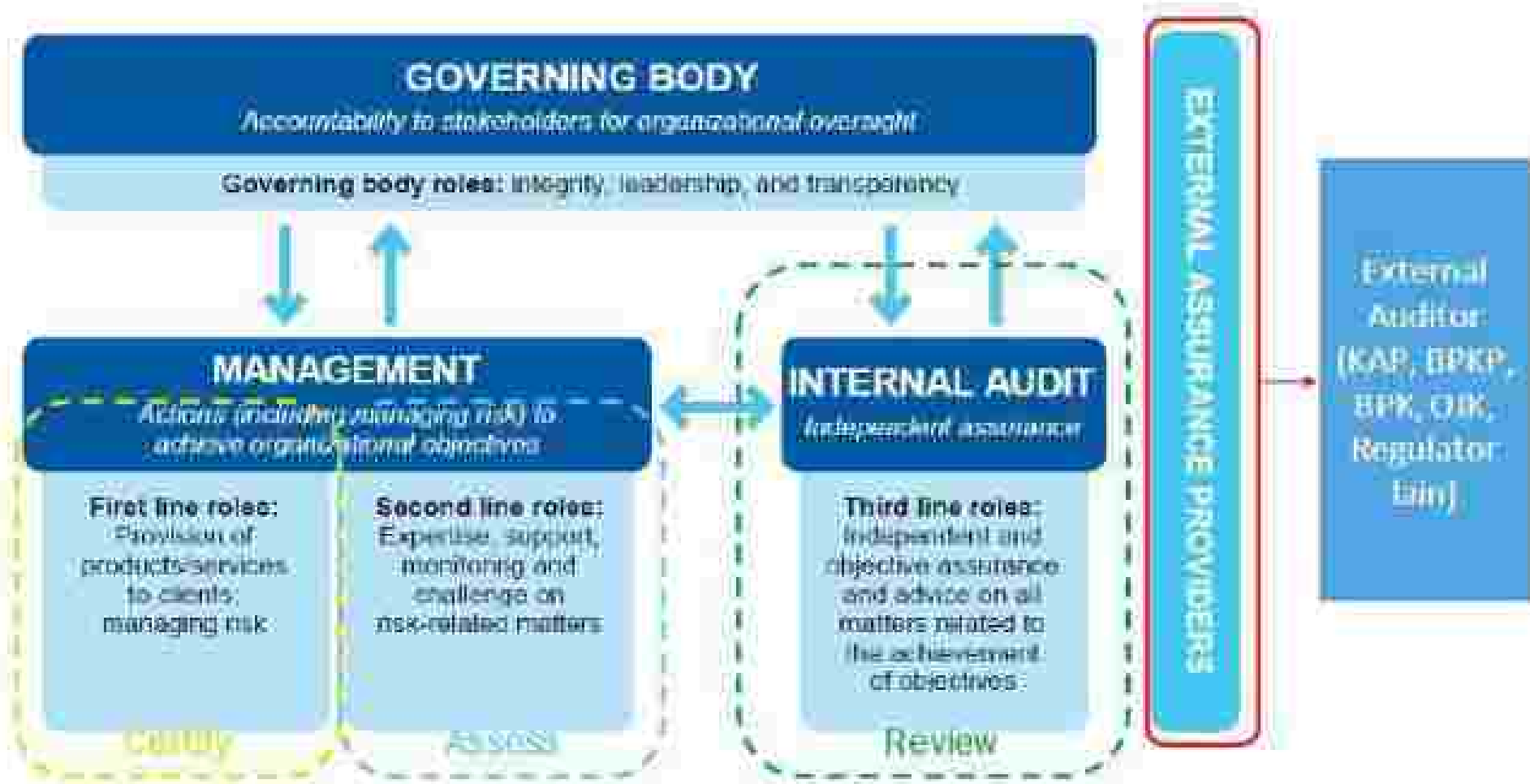
8. Three lines model

Struktur organisasi dapat dipertimbangkan untuk memastikan integritas implementasi. Tim Kerja Perusahaan yang baik, organisasi perlu meningkatkan peran dari masing-masing lini secara menyeluruh. The Institute of Internal Auditors (IIA) mempublikasikan Three Lines Model sebagai cara untuk menjelaskan hubungan serta peran antara lini dan tanggung jawab setiap lini di perusahaan.



Source: <https://ia.theiaa.org/about-us/Pubs/Documents/Three-Lines-Model-Updated.pdf>

8. Three lines model



8. Three lines model

Three Lines of Defense – 2013



Peran Silo (terpisah) antara 1st line dengan 2nd line dalam mengelola risiko dan menerapkan Internal Control

Three Lines Model – July 2020



Kolaborasi antara 1st line dengan 2nd line dalam mengelola risiko dan menerapkan Internal Control

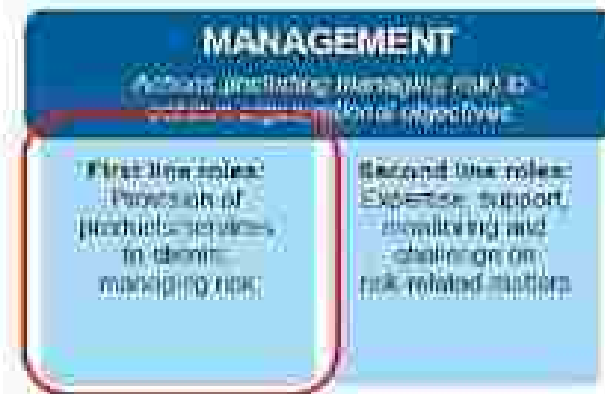
8. Three lines model

First line's role

First Line merupakan garda terdepan dalam sistem tata kelola perusahaan, manajemen risiko, dan internal control.

Tanggung jawab *First Line* dalam aspek internal control, diantaranya:

- Memahami bisnis, prosedur pengendalian internal yang berlaku, proses penganggaran, kebijakan akuntansi, industri, dan iklim ekonomi yang mempengaruhi Perusahaan
- Pemahaman yang memadai tentang bisnis perusahaan serta hubungannya dengan mitra bisnis, vendor, dan pelanggan sangat penting untuk evaluasi yang tepat atas faktor risiko bisnis
- Melakukan deteksi kelemahan internal control dengan menggunakan prosedur analisis
- Melakukan deteksi terhadap perubahan-perubahan yang tidak sesuai dengan prosedur yang berlaku
- Penggunaan sistem informasi dan teknologi secara efektif



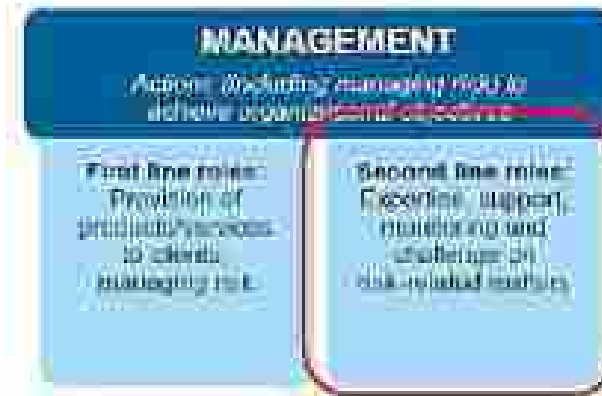
8. Three lines model

Second line's role

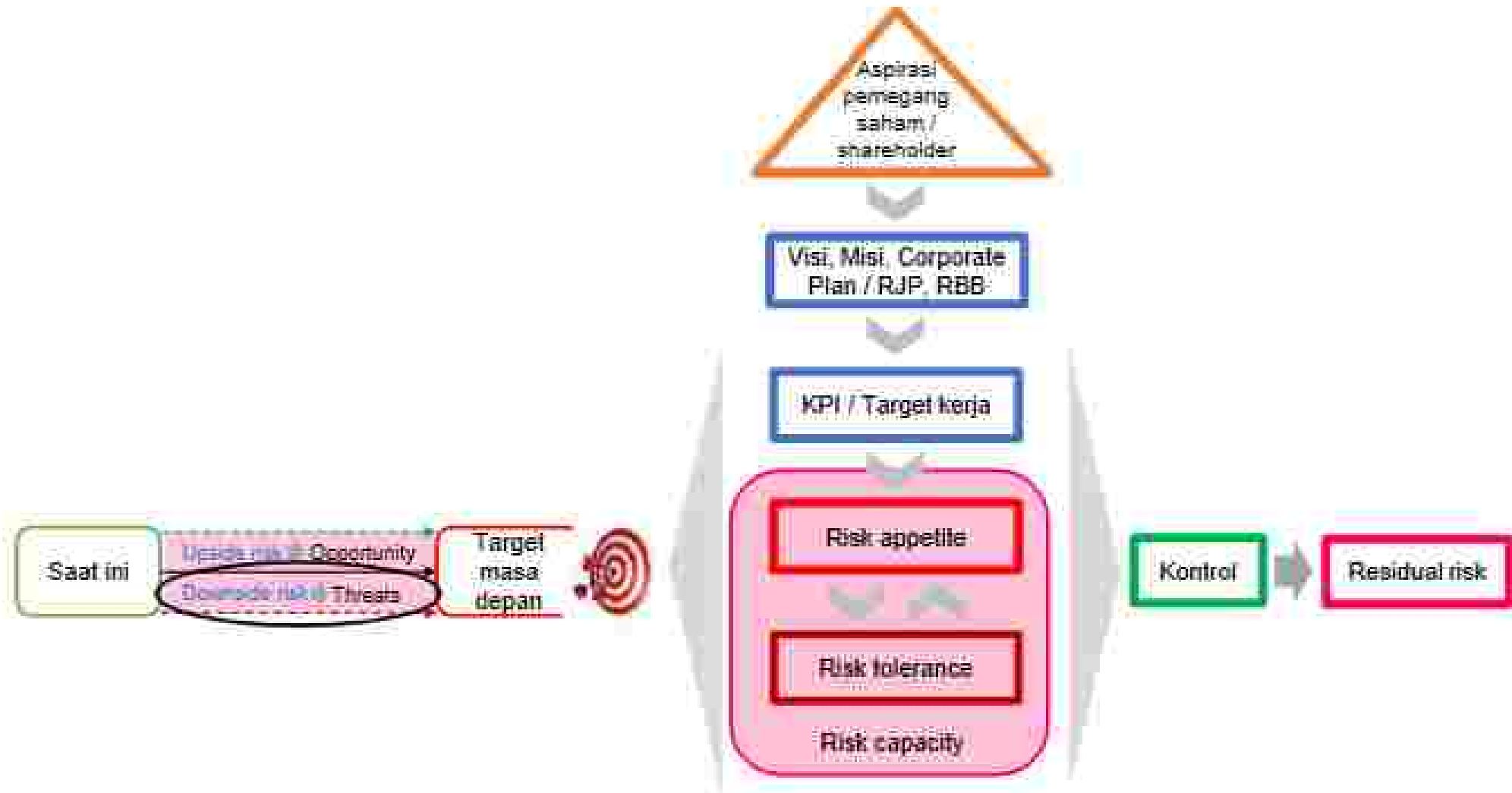
Second Line merupakan internal consultant yang membantu *First Line* dalam melakukan identifikasi risiko dan mendesain internal control.

Tanggung jawab *Second Line* dalam internal control, diantaranya:

- Memberikan panduan kepada *First Line* terkait tata cara identifikasi risiko, termasuk di dalamnya penggaris risiko untuk menilai impact dan likelihood dari risiko-risiko yang ada
- Menjadi fasilitator dalam proses identifikasi risiko, proses assessment risiko, dan proses identifikasi internal control yang dilakukan oleh *First Line*
- Melakukan *challenge* terkait akurasi dan kelengkapan proses identifikasi risiko, assessment risiko dan internal control yang dilakukan oleh *First Line*
- Melaporkan dalam Laporan Profil Risiko kepada Dewan Komisaris dan Direksi apabila ada risiko dan internal control yang hasil assessment-nya sangat signifikan



9. Bagaimana risiko terbentuk di dalam organisasi



10. Memahami organisasi perusahaan

Understanding the organization's risk management processes requires identifying how the roles and responsibilities of risk management and governance are coordinated.

The implementation of systems of control by operational and line management.

The provision of assurance that systems of risk management and control have been designed effectively and are operating as designed. Risk management, compliance, quality control, and similar functions provide such assurance.

The provision of independent assurance and advice over governance, risk management and control processes by the internal audit activity.

10. Memahami organisasi perusahaan

Consulting with Key Stakeholders

Stakeholders to Consider:

- Board: audit committee, risk committee, governance committees, individual board members.
- Senior management, chief risk officer.
- Second line functions.
- Operational/line management.
- Human resources.
- Marketing.
- Employees performing key operational tasks.
- External auditors/regulators, as indicated (industry-specific).



Methods of Communication:

- Face-to-face meetings.
- Phone/online.
- Surveys.
- Interviews.
- Group brainstorming sessions, workshops.
- Ongoing, informal communication.

11. Peran internal audit di dalam manajemen risiko

“Risk management is a process which aims to identify, assess, manage and control potential events in order to provide reasonable assurance on achieving the organization's objectives.”

11. Peran internal audit di dalam manajemen risiko

The audit risk model



Inherent risk



The risk from the environment before internal controls.



Control risk



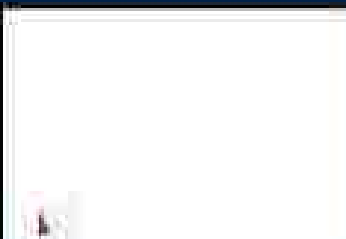
The risk that controls will not detect and treat the risk.



Detection risk



The risk that audit will not detect the risk.



Audit risk

The remaining undetected risk after an audit.

11. Peran internal audit di dalam manajemen risiko

Risk assessment process

Understanding the **objectives** of the area under review will help you **identify the risk events** which could impact you.

By evaluating the **likelihood and impact** of the events you determine the **inherent risk**.

By assessing how the **risk responses mitigate the risk**, you can determine the **residual risk**.



11. Peran internal audit di dalam manajemen risiko

Risk response



Avoidance

Action is taken to exit the activities giving rise to risk.

Exiting a product line or selling a division.



Reduction

Action is taken to reduce the risk likelihood or impact or both.

Diversifying product offerings or reallocating funds.



Sharing

Action is taken to reduce the risk by transferring or sharing a portion of it.

Joint ventures, partnerships, insurance.

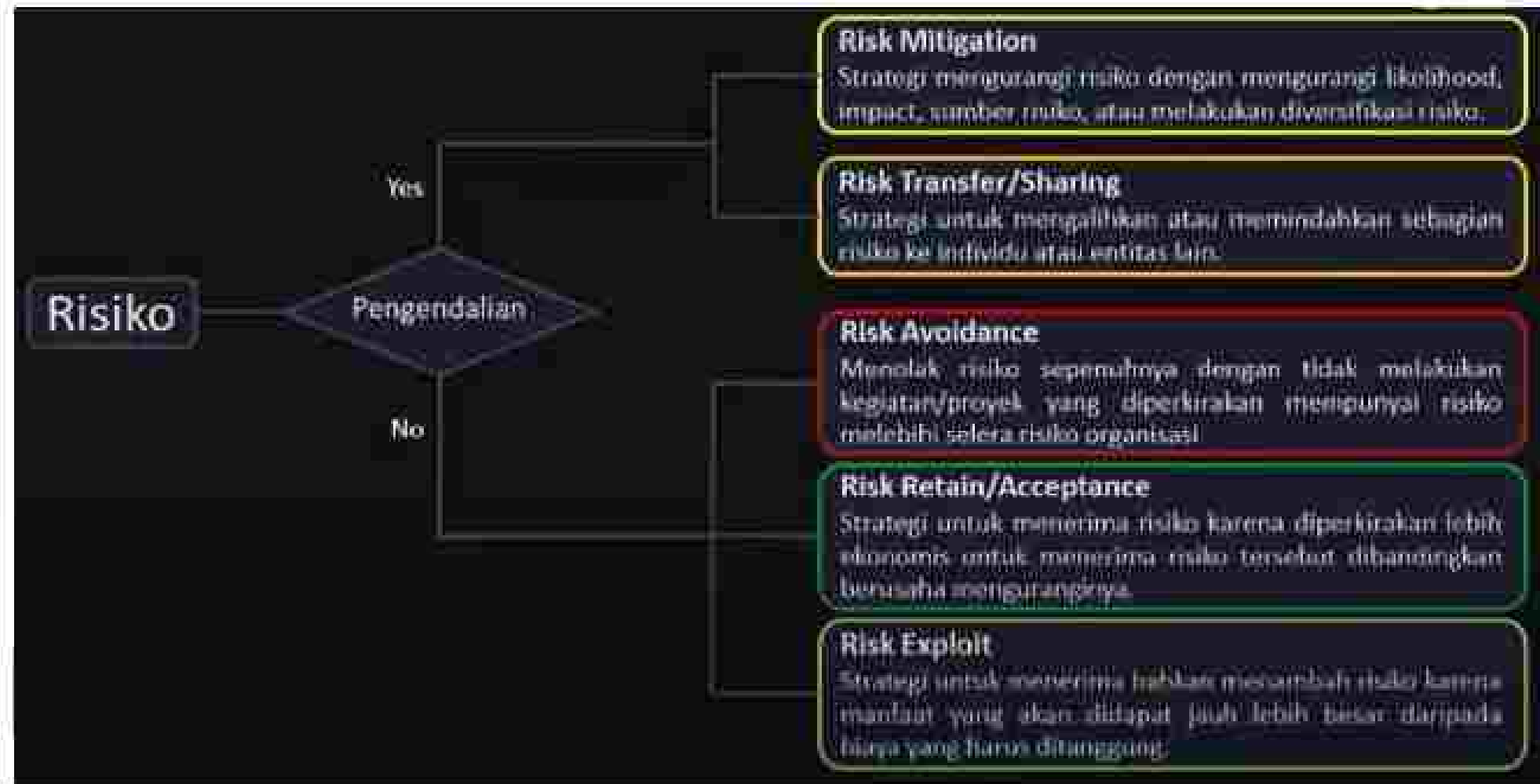


Acceptance

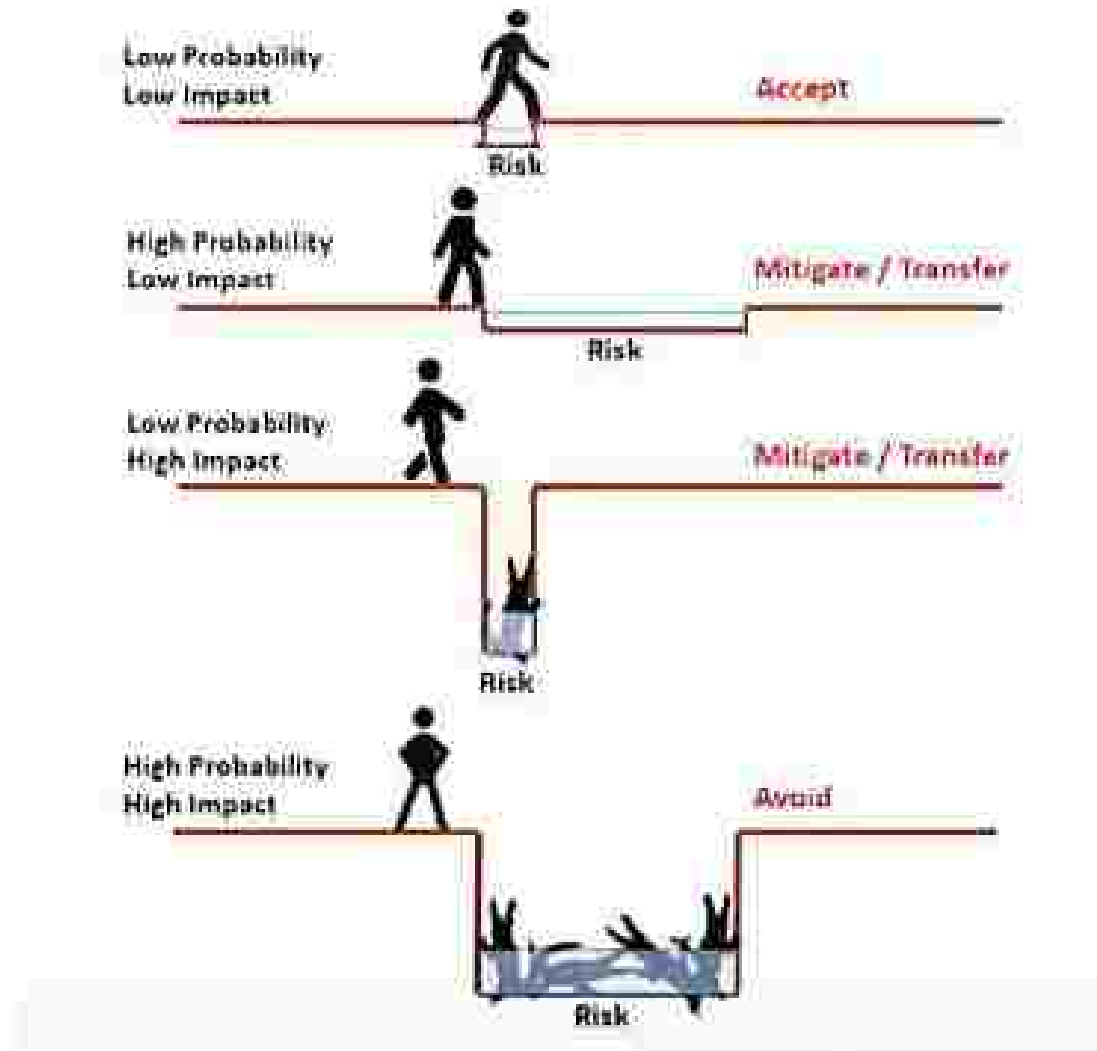
No action is taken to affect likelihood or impact.

Accepting risk that conforms to risk tolerances.

11. Peran internal audit di dalam manajemen risiko



11. Peran internal audit di dalam manajemen risiko



11. Peran internal audit di dalam manajemen risiko

The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes.

Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that:

- Organizational objectives support and align with the organization's mission;
- Significant risks are identified and assessed;
- Appropriate risk responses are selected that align risks with the organization's risk appetite; and
- Relevant risk information is captured and communicated in a timely manner across the organization, enabling staff, management, and the board to carry out their responsibilities.
- Risk management processes are monitored through ongoing management activities, separate evaluations, or both.

Evaluate the effectiveness and contribute to the improvement of risk management processes.

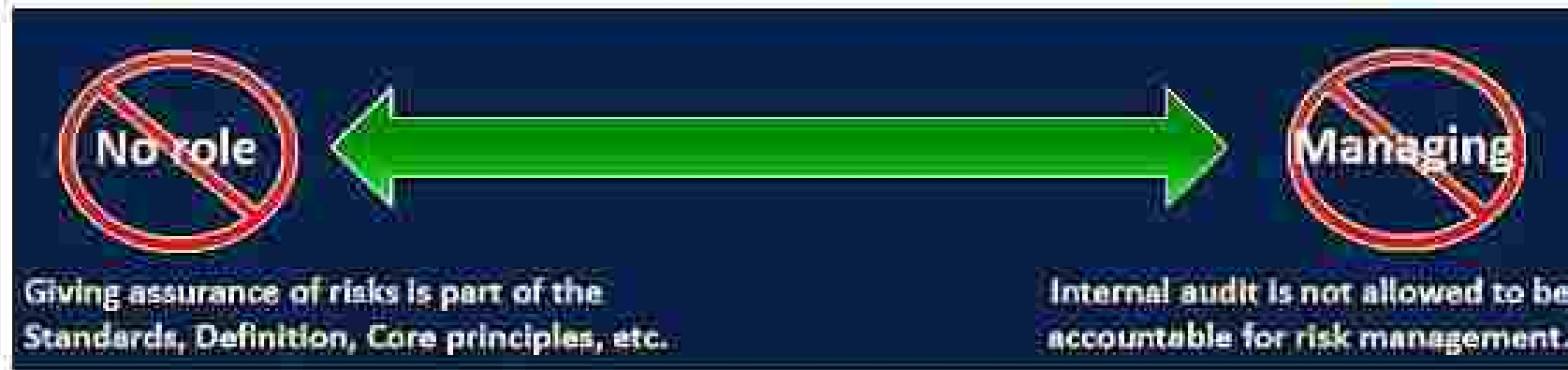
Evaluate risk exposures relating to the organization's governance, operations, and information systems.

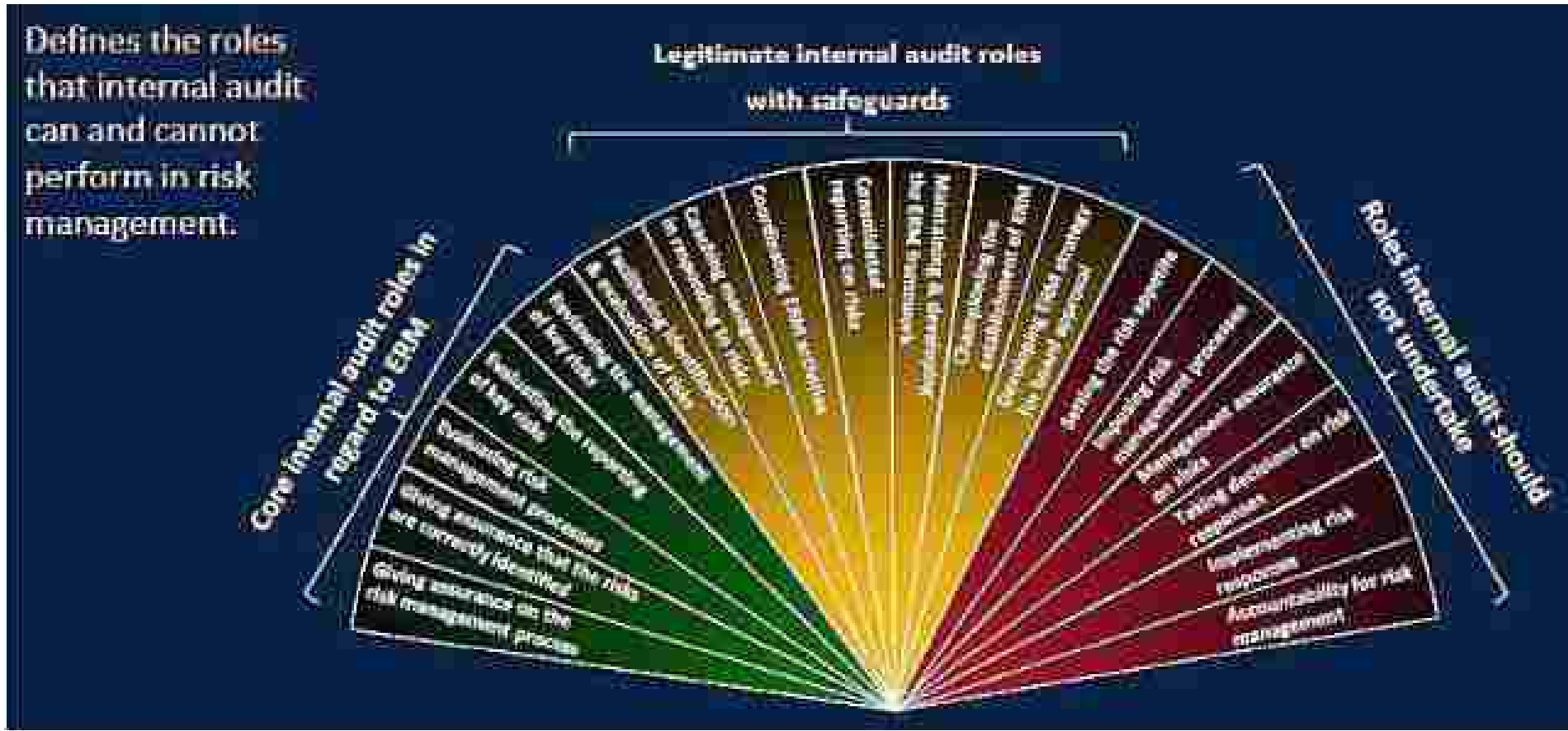
Evaluate the effectiveness of the controls of fraud and how the organization manages fraud risk.

During consulting engagements, internal auditors must address risk consistent with the engagement's objectives and be alert to the existence of other significant risks. Internal auditors must incorporate knowledge of risks gained from consulting engagements into their evaluation of the organization's risk management processes.

When assisting management in establishing or improving risk management processes, internal auditors must refrain from assuming any management responsibility by actually managing risks.

11. Peran internal audit di dalam manajemen risiko





11. Peran internal audit di dalam manajemen risiko

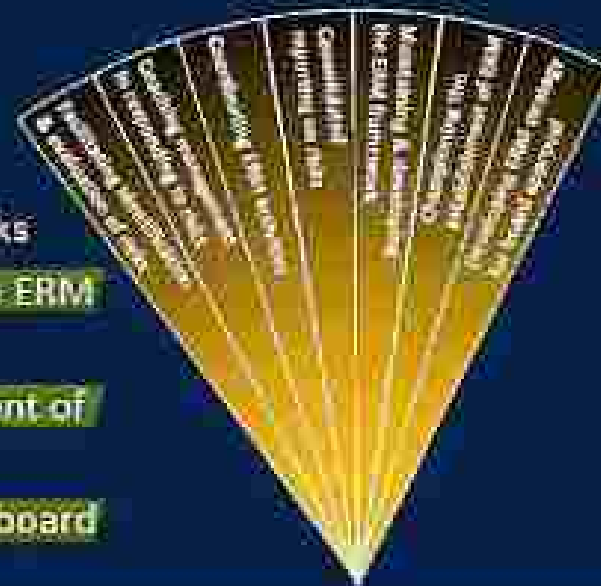
Core internal audit roles in regard to ERM

1. Giving assurance on the risk management process
2. Giving assurance that the risks are correctly identified
3. Evaluating risk management processes
4. Evaluating the reporting of key risks
5. Reviewing the management of key risks



[illegible]

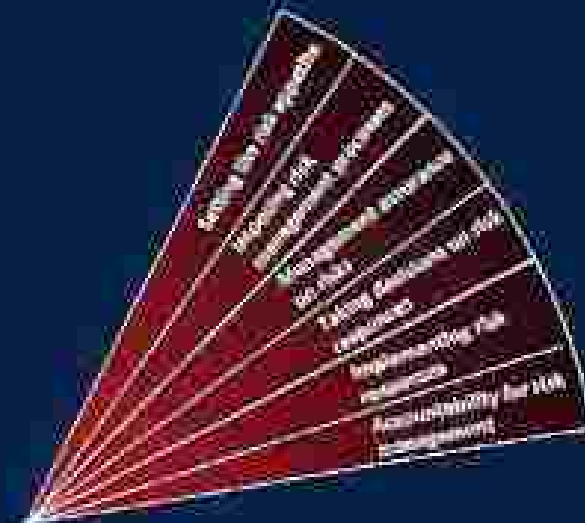
1. Facilitating identification & evaluation of risks
2. Coaching management in responding to risks
3. Coordinating ERM activities
4. Consolidated reporting on risks
5. Maintaining & developing the ERM framework
6. Championing the establishment of ERM
7. Developing ERM strategy for board approval



11. Peran internal audit di dalam manajemen risiko

Roles internal audit should not undertake

1. Setting the risk appetite
2. Imposing risk management processes
3. Management assurance on risks
4. Taking decisions on risk responses
5. Implementing risk responses
6. Accountability for risk management



11. Peran internal audit di dalam manajemen risiko





THANK YOU

CERTIFICATE

OF PARTICIPANT

No:

21964/DC/WARAT-DC/VII/2024

THIS CERTIFICATE IS AWARDED TO:

Melyani

AS Participant On:

**National Webinar "Webinar Aligning Risk Appetite & Tolerance: The Role of
Internal Audit in Strategic Decision-Making"**

Through Zoom Meeting which was held on
2024-04-05

With a duration of **90 Minutes (2 JP)**

Bandung

2024-04-05



M ARSY RIZKIA

SURAT TUGAS
1401/D.01/LPPM-UBSI/IV/2024

Tentang

Webinar : Aligning Risk appetite & tolerance: The Rules of internal audit in startegic making decision

Penyelenggara

dilatih.co

5 April 2024

Menimbang : 1. Bahwa perlu di adakan pelaksanaan kegiatan dalam rangka kepesertaan.
2. Untuk keperluan tersebut, pada butir 1 (satu) di atas, maka perlu dibentuk kepesertaan.

MEMUTUSKAN

Pertama : Menugaskan kepada saudara

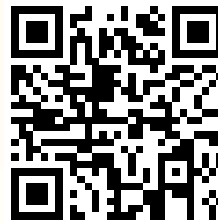
Kedua : Mempunyai tugas sbb:
Melaksanakan Tugas yang diberikan dengan penuh rasa tanggung jawab.

Ketiga : Keputusan ini berlaku sejak tanggal ditetapkan, dengan ketentuan apabila dikemudian hari terdapat kekeliruan akan diubah dan diperbaiki sebagaimana mestinya.

Jakarta, 1 April 2024

LPPM Universitas Bina Sarana Informatika

Ketua



Dr. Taufik Baidawi, M.kom

Tembusan

- Ka. LPPM Universitas Bina Sarana Informatika

- Arsip

- Ybs