LEMBAGA PENELITIAN DAN PENGABDIAN KEPADA MASYARAKAT
UNIVERSITAS BINA SARANA INFORMATIKA
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SURAT TUGAS

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

Tentang

Webinar Nasional
5 April 2024
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TEMA :

Aligning Risk Appetite Tolerance The Rules Of Internal Audit In Startegic Making Decision

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

MEMUTUSKAN

Pertama : Menugaskan kepada saudara yang tercantum sebagai Peserta

Melyani S.Pd, MM

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 terdapata kekeliruan akan diubah dan diperbaiki sebagaimana mestinya.

Jakarta,1 April 2024
LPPM Universitas Bina Sarana Informatika
Ketua

Dr. Taufik Baidawi, M.kom

Tembusan
- Rektor Universitas Bina Sarana Informatika
- Arsip
- Ybs

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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

MOTEKAR

M ARSY RIZKIA

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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
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Riwayat Pendidikan

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 – BRI Finance	Leasing Officer
• 2008 – 2009	HM. Sampoerna	Accounting

1. Dasar-dasar manajemen risiko

1. Sejarah singkat manajemen risiko
2. Pentingnya manajemen risiko
3. Memahami strategi, risiko dan peluang
4. Risk appetite dan risk tolerance

2. Pengertian internal audit

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

3. Peran internal audit - manajemen risiko

9. Bagaimana risiko terbentuk di dalam organisasi
10. Memahami organisasi perusahaan
11. Peran internalaudit di dalam manajemen risiko

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1. Sejarah singkat manajemen risiko

- **1730** — First futures contracts on the price of rice in Japan
- **1864** — First futures contracts on agricultural products at the Chicago Board of Trade
- **1900** — Louis Bachelier's thesis "Théorie de la Spéculation"; Brownian motion
- **1932** — First issue of the *Journal of Risk and Insurance*
- **1946** — First issue of the *Journal of Finance*
- **1946** — First issue of the *Journal of Finance*
- **1952** — Publication of Markowitz's article "Portfolio Selection"
- **1961 - 1966** — Treynor, Sharpe, Lintner and Mossin develop the CAPM
- **1963** — Arrow introduces optimal insurance, moral hazard, and adverse selection
- **1972** — Futures contracts on currencies at the Chicago Mercantile Exchange
- **1973** — Option valuation formulas by Black and Scholes and Merton
- **1974** — Merton's default risk model
- **1977** — Interest rate models by Vasicek and Cox, Ingersoll and Ross
- **1979 - 1982** — First OTC contracts in the form of swaps: currency and interest rate swaps
- **1980 - 1990** — Exotic options, swaptions and stock derivatives

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

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)

1997
CreditMetrics

1997 - 1998
Asian and Russian crisis and LTCM collapse

2001
Enron bankruptcy

2002

2004
Basel II

2007
Beginning of the financial crisis

2008
US financial crisis

2009
Solvency II

2010
Basel III

1. Sejarah singkat manajemen risiko

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2. Pentingnya manajemen risiko

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2. Pentingnya manajemen risiko

BARINGS

WORLDCOM

Washington Mutual

Silvergate

NOKIA
Connecting People

BlackBerry

ASABRI

Jiwasraya
together for life

svb Silicon Valley Bank

Signature
SIGNATURE BANK®

3. Memahami strategi, risiko dan peluang

An effect is a deviation from the expected — positive and/or negative

Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process).

Risk = effect of uncertainty on objectives

EFFECT. Harus jelas dapat diukur, memiliki derajad/ klasifikasi rigid, memiliki *root cause* yang jelas

UNCERTAINTY. Harus jelas dapat diukur, memiliki derajad/ klasifikasi rigid, memiliki *root cause* yang jelas

OBJECTIVE. Harus jelas dapat diukur, dicantumkan dalam dokumen formal / dokumen strategis (misal. corporate plan, RJP, RBB, KPI, target kinerja lain)

*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**.*

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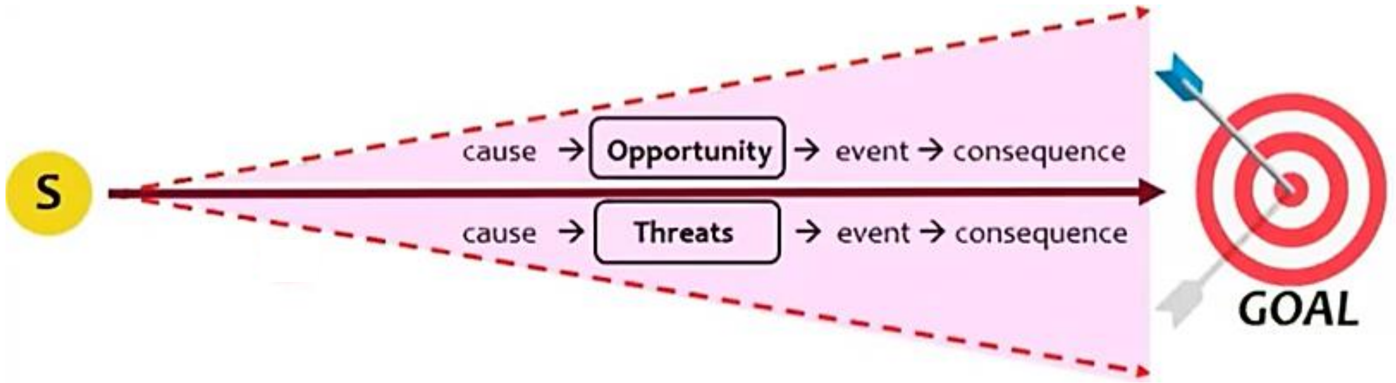
3. Memahami strategi, risiko dan peluang

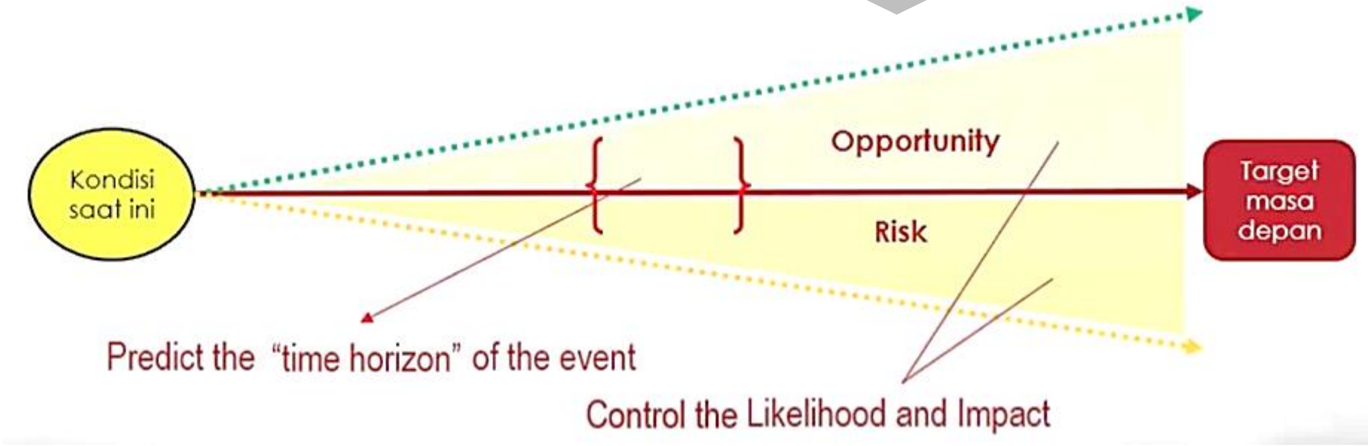
3. Memahami strategi, risiko dan peluang



Upside Risk
Good Things do not happen, No Creation of Value

Downside Risk
Bad Things that happen, Damage the Value of the Firm

Risiko muncul setelah target ditetapkan



3. Memahami strategi, risiko dan peluang

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3. Memahami strategi, risiko dan peluang

Hasil survey beberapa lembaga

Global risks ranked by severity over the short and long term

Rank	2 years	Rank	10 years
1st	Misinformation and disinformation	1st	Extreme weather events
2nd	Extreme weather events	2nd	Critical change to Earth systems
3rd	Societal polarization	3rd	Biodiversity loss and ecosystem collapse
4th	Cyber insecurity	4th	Natural resource shortages
5th	Interstate armed conflict	5th	Misinformation and disinformation
6th	Lack of economic opportunity	6th	Adverse outcomes of AI technologies
7th	Inflation	7th	Involuntary migration
8th	Involuntary migration	8th	Cyber insecurity
9th	Economic downturn	9th	Societal polarization
10th	Pollution	10th	Pollution

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 2024	
1. Economic conditions, including inflationary pressures	↓
2. Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges	↓
3. Cyber threats	↑
4. Third-party risks	↑
5. Heightened regulatory changes and scrutiny	↑
6. Adoption of digital technologies requiring new skills in short supply	↓
7. Existing operations and legacy IT infrastructure unable to meet performance expectations as well as "born digital" competitors	↓
8. Change in current interest rate environment	↓
9. Increases in labor costs	↓
10. Ensuring privacy and compliance with growing identity protection expectations	↓

Top risks for 2034	
1. Cyber threats	↑
2. Ability to attract, develop and retain top talent, manage shifts in labor expectations, and address succession challenges	↑
3. Adoption of digital technologies requiring new skills in short supply	↑
4. Rapid speed of disruptive innovations enabled by new and emerging technologies and/or other market forces	↑
5. Heightened regulatory changes and scrutiny	↑
6. Third-party risks	↑
7. Economic conditions, including inflationary pressures	↑
8. Existing operations and legacy IT infrastructure unable to meet performance expectations as well as "born digital" competitors	↑
9. Increases in labor costs	↑
10. Inability to utilize rigorous data analytics to achieve market intelligence and increase productivity and efficiency	↓

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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?	What are the top 5 risks your organization will face 3 years from now?
1. Cybersecurity	1. Cybersecurity
2. Human capital	2. **Digital disruption**
3. Business continuity	3. Human capital
4. Regulatory change	4. Business continuity
5. **Digital disruption**	5. **Climate change**
6. Financial liquidity	6. Regulatory change
7. Market changes	7. Geopolitical uncertainty
8. Geopolitical uncertainty	8. Market changes
9. Governance/corporate reporting	9. Supply chain and outsourcing
10. Supply chain and outsourcing	10. Financial liquidity
11. Organizational culture	11. Organizational culture
12. Fraud	12. Governance/corporate reporting
13. Communications/reputation	13. Fraud
14. **Climate change**	14. Communications/reputation
15. Health and safety	15. Health and safety
16. Mergers and acquisitions	16. Mergers and acquisitions

The Institute of Internal Auditors

3. Memahami strategi, risiko dan peluang

Problem vs Risiko

Past

Decision / Activities

Present

Action

Crisis / Problem Management

Decision / Activities

Action

Risk Management

Future

- No Surprise
- Objective Achievement

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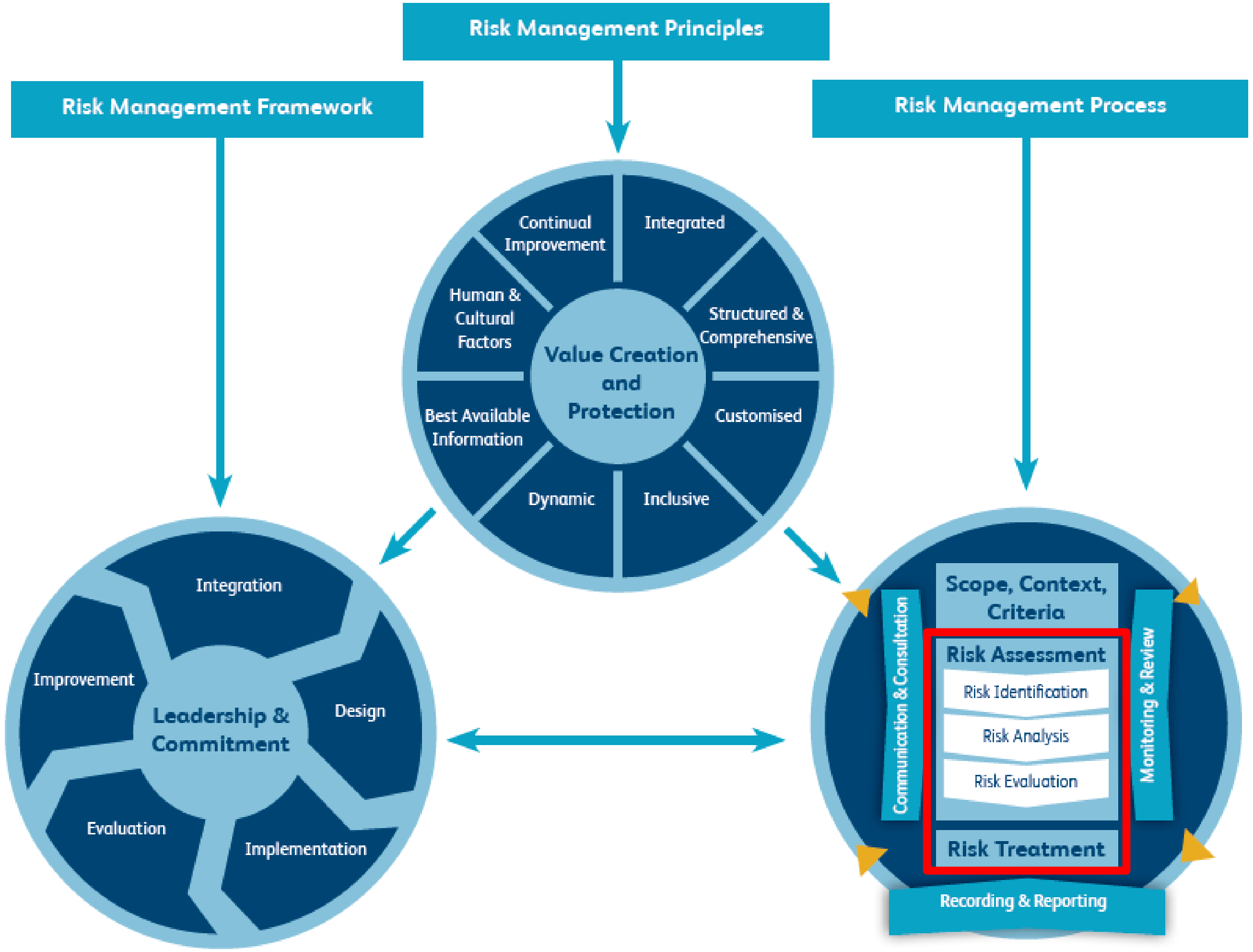
3. Memahami strategi, risiko dan peluang

Arsitektur ISO 31000:2018



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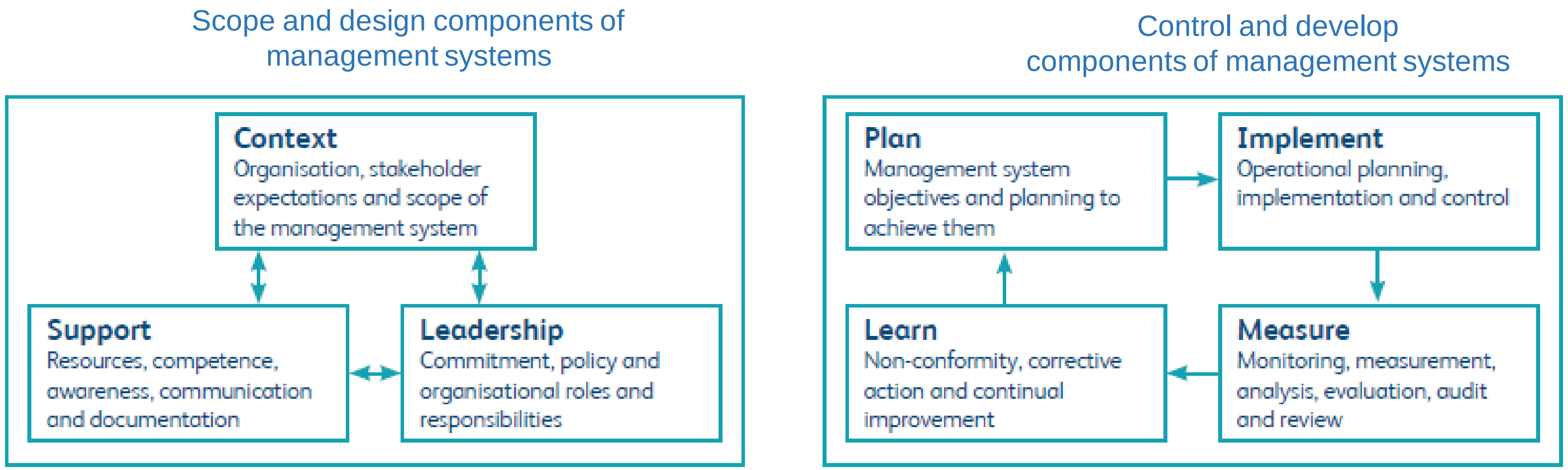
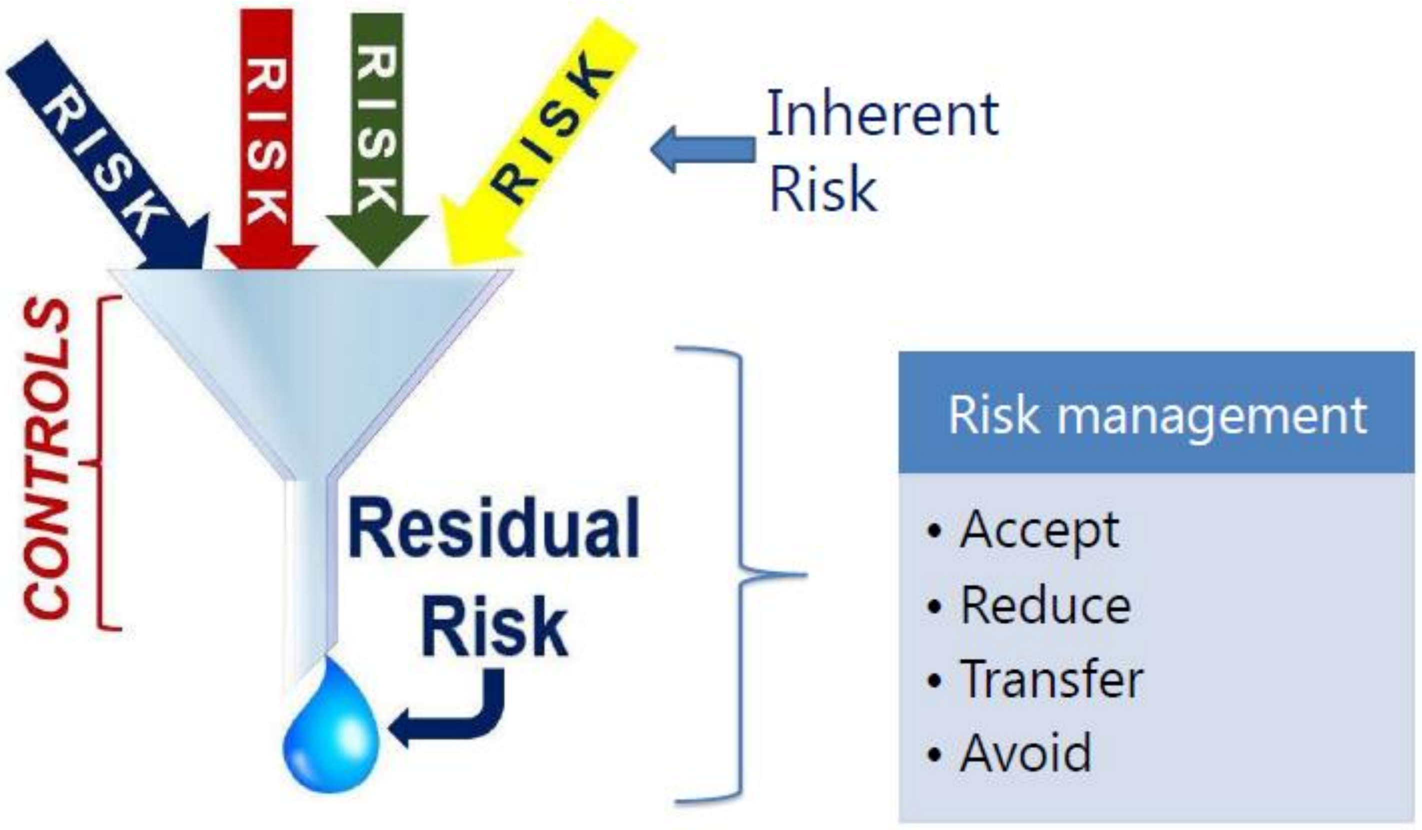
3. Memahami strategi, risiko dan peluang

Arsitektur ISO 31000:2018



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

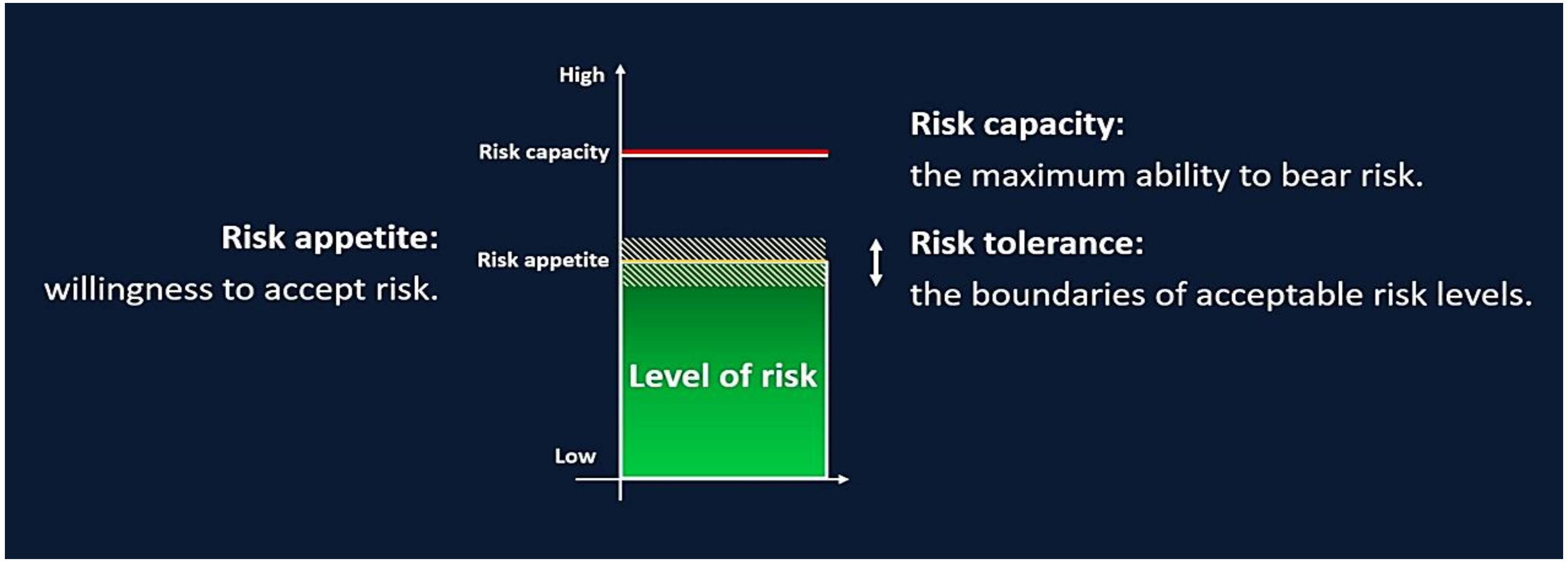
Risk level vs appetite vs risk capacity vs risk tolerance

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*



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4. Risk appetite dan risk tolerance

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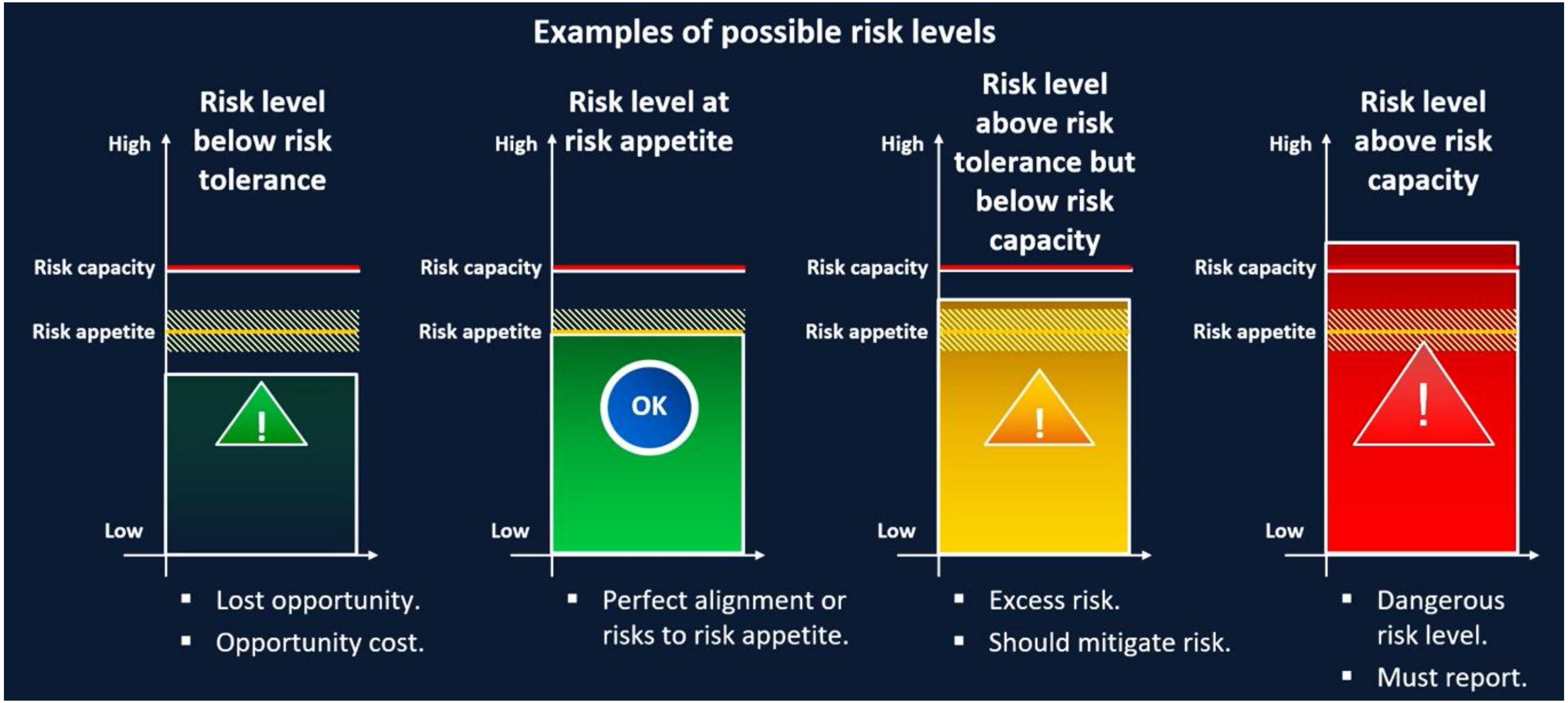
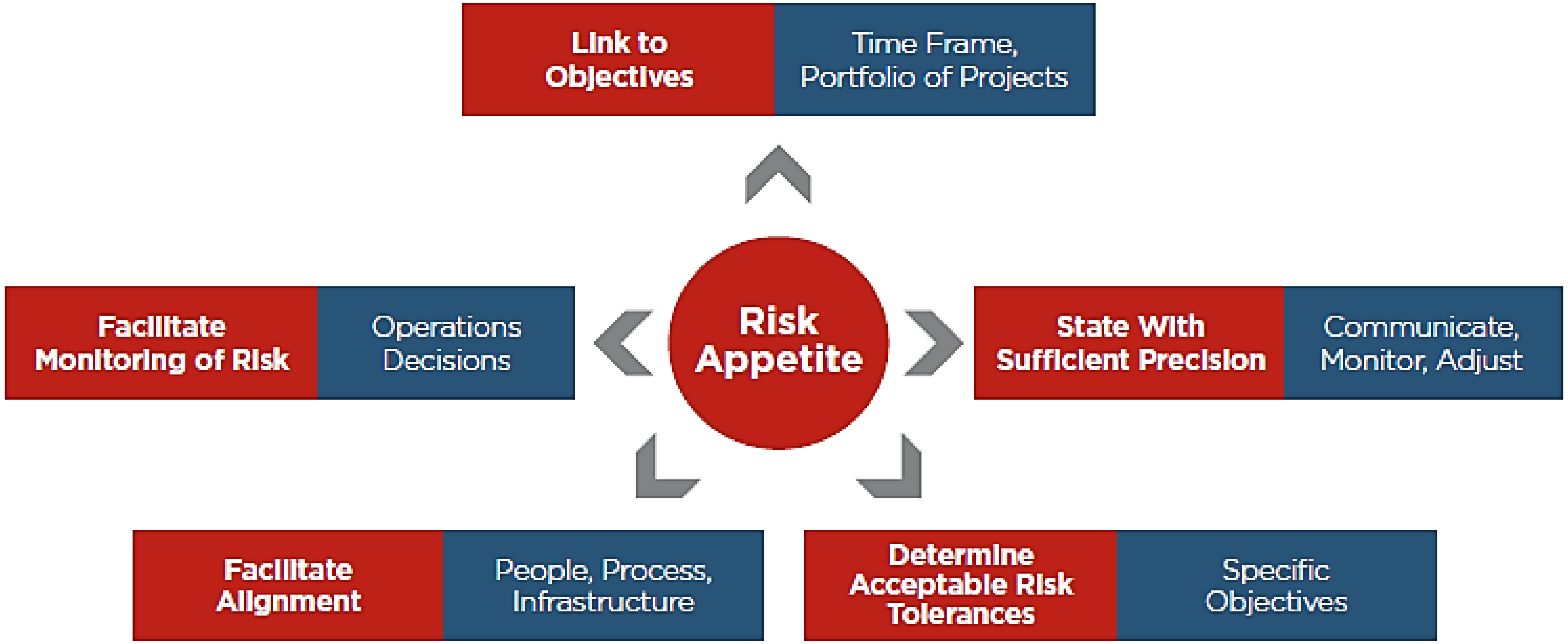
4. Risk appetite dan risk tolerance

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.

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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.

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4. Risk appetite dan risk tolerance

Risk appetite vs risk tolerance

Risk Appetite	Risk Tolerance
The organization has a higher risk appetite related to strategic objectives and is willing to accept higher losses in the pursuit of higher returns.	While we expect a return of 18% 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.
The organization has a low risk appetite related to risky ventures and, therefore, is willing to invest in new business but with a low appetite for potential losses.	We will not accept more than a 5% risk that a new line of business will reduce our operating earnings by more than 5% over the next ten years.
A health services organization places patient safety amongst 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.	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.
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.	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.
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.	The company has set a target for production defects of one flaw per 1,000 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%.

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4. Risk appetite dan risk tolerance

Contoh Risk Appetite dan Risk Appetite Statements (RAS)

Risk Appetite	*Risk Appetite Statement*
Permodalan	Memelihara modal sesuai dengan tingkat risiko dan direviu secara periodik.
Rentabilitas	Memelihara rentabilitas secara berkesinambungan dalam jangka panjang untuk mendukung pertumbuhan permodalan 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. *Intolerance* 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 ketidakcukupan 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 Stratejik	a. Menghasilkan pendapatan yang berkelanjutan dengan risiko yang terjaga. b. Memelihara permodalan 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*.

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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 efektifitas 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 terkspos risiko tinggi	Perbaikan 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 control
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.

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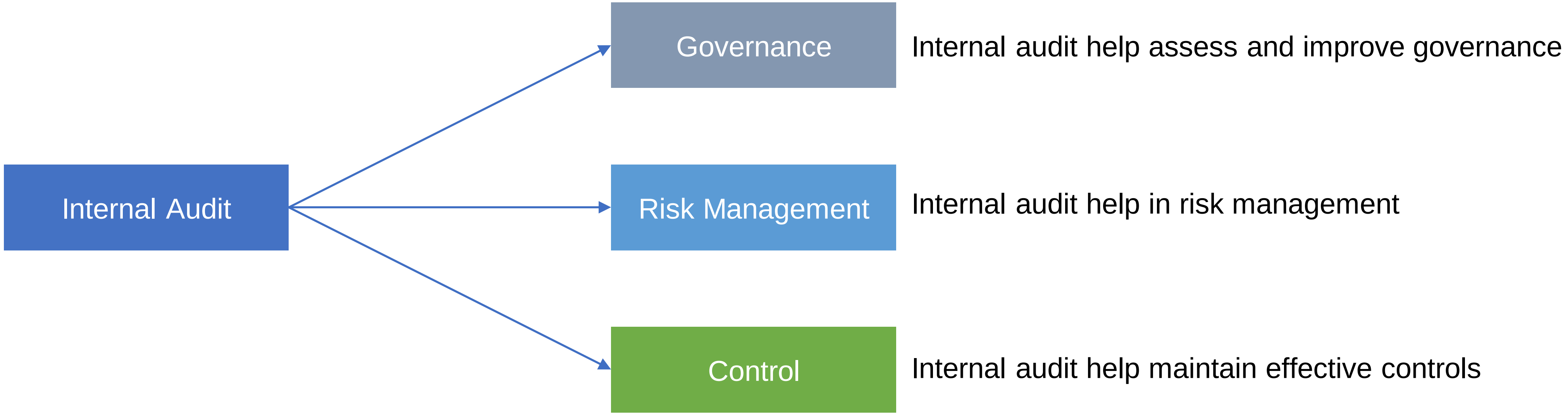
6. Kaidah internal audit



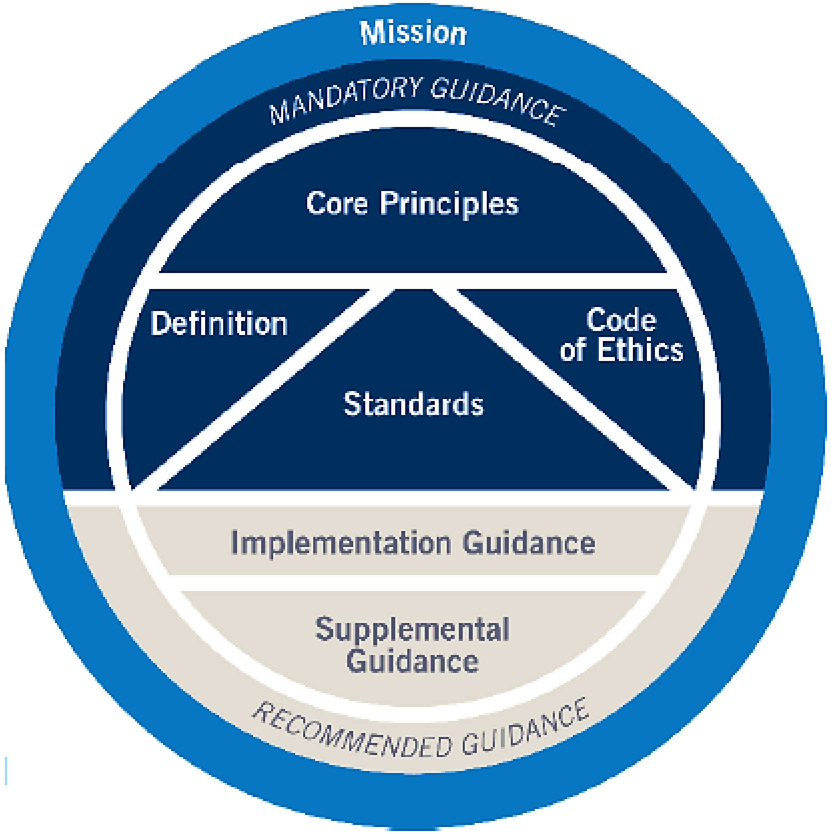
Mission:
To enhance and protect organizational value.
How:
By providing assurance, advice, and insight.
Which:
Risk-based and objective

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-



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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

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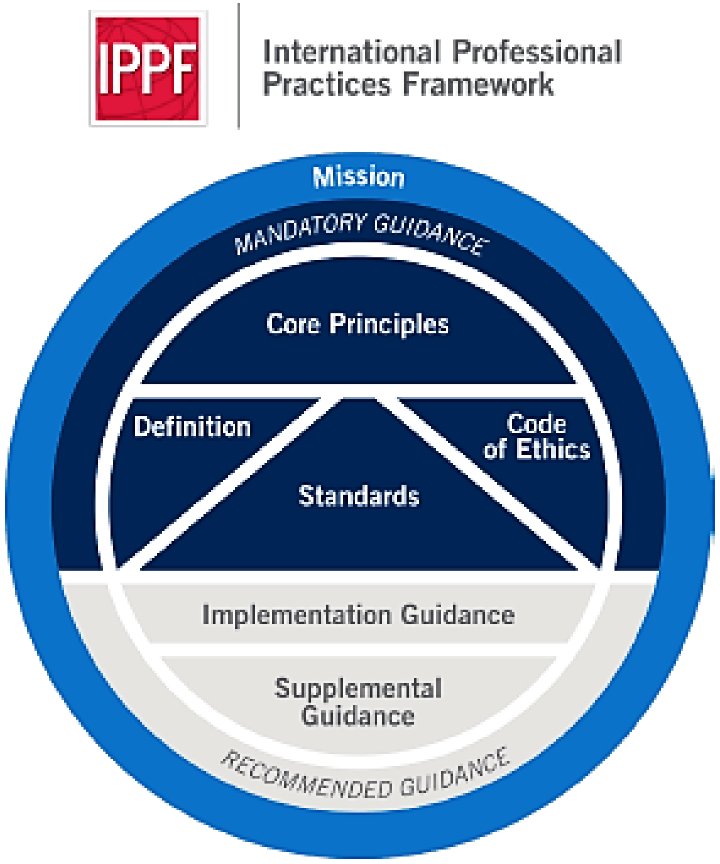
6. Kaidah internal audit

2017



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

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6. Kaidah internal audit

5 Domains, 15 Principles

Domain I: Purpose of Internal Auditing

II. Ethics and Professionalism

1. Demonstrate Integrity
2. Maintain Objectivity
3. Demonstrate Competency
4. Exercise Due Professional Care
5. Maintain Confidentiality

III. Governing the Internal Audit Function

6. Authorized by the Board
7. Positioned Independently
8. Overseen by the Board

IV. Managing the Internal Audit Function

9. Plan Strategically
10. Manage Resources
11. Communicate Effectively
12. Enhance Quality

V. Performing Internal Audit Services

13. Plan Engagements Effectively
14. Conduct Engagement Work
15. Communicate Engagement Conclusions and Monitor Action Plans

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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 audit responsibilities in an unbiased manner.”

-The Institute of Internal Auditors-

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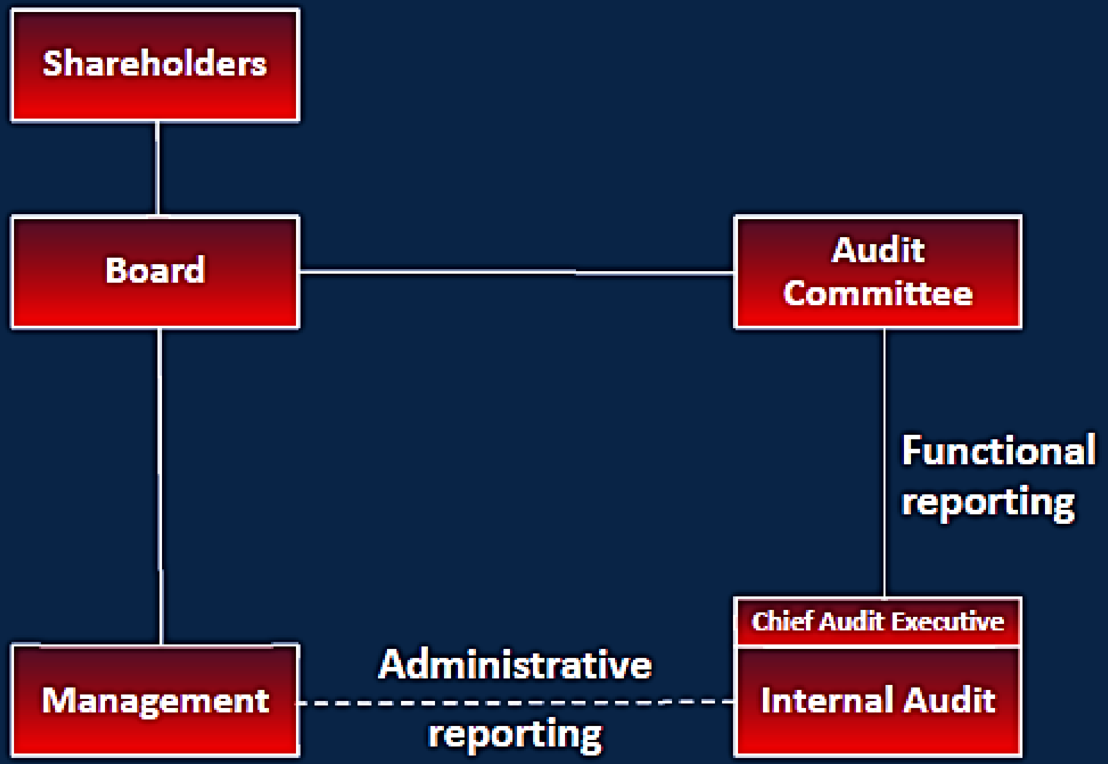
7. Organizational independence

Reporting structure

Organizational independence exists if the Chief Audit Executive:

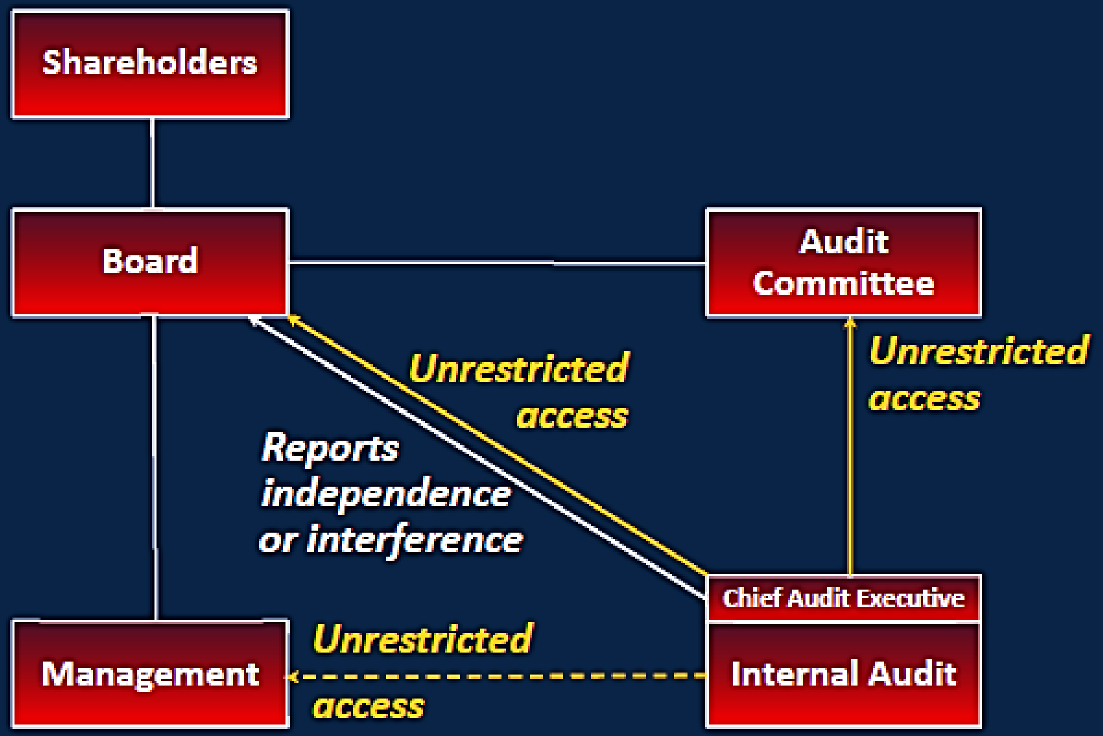
- Reports functionally to the Board
- Reports administratively to the CEO (or similar)



7. Organizational independence

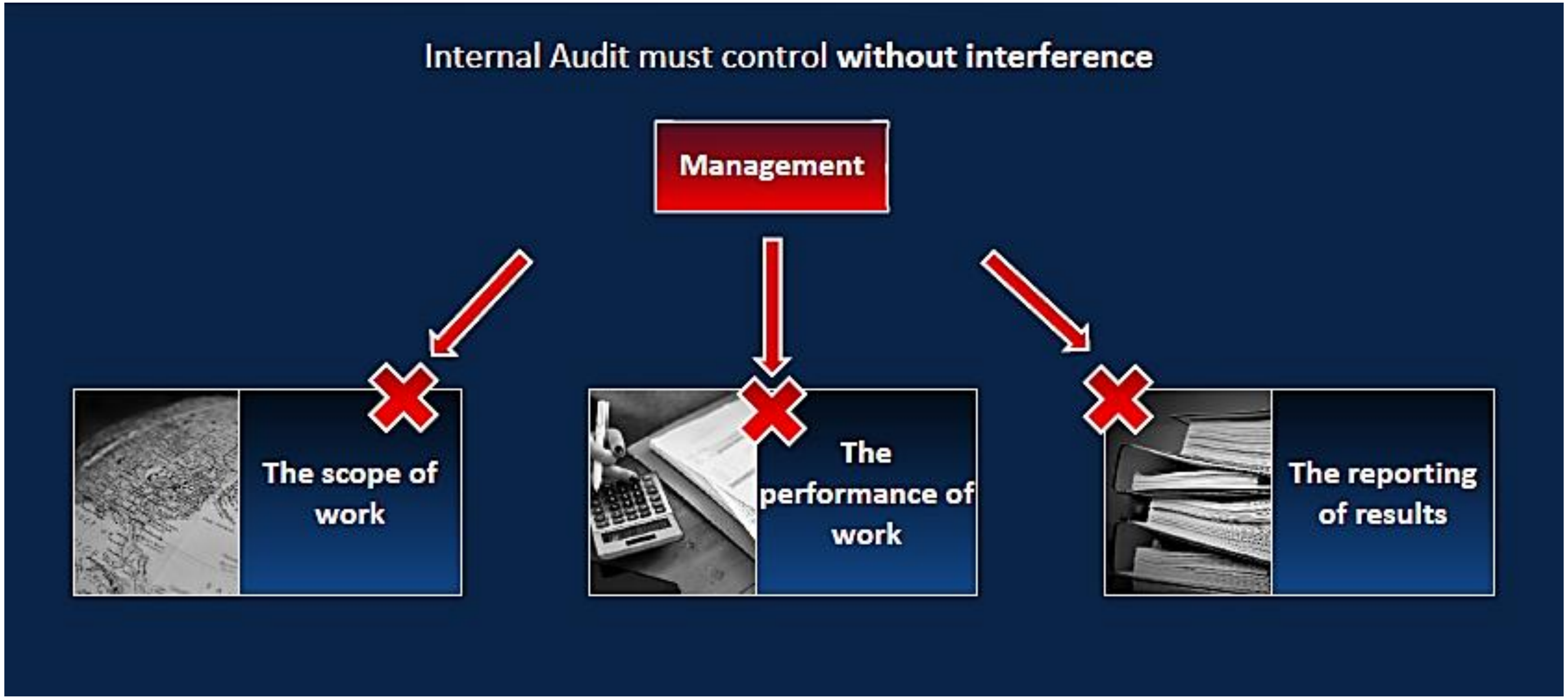
Measure for independence

- 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.



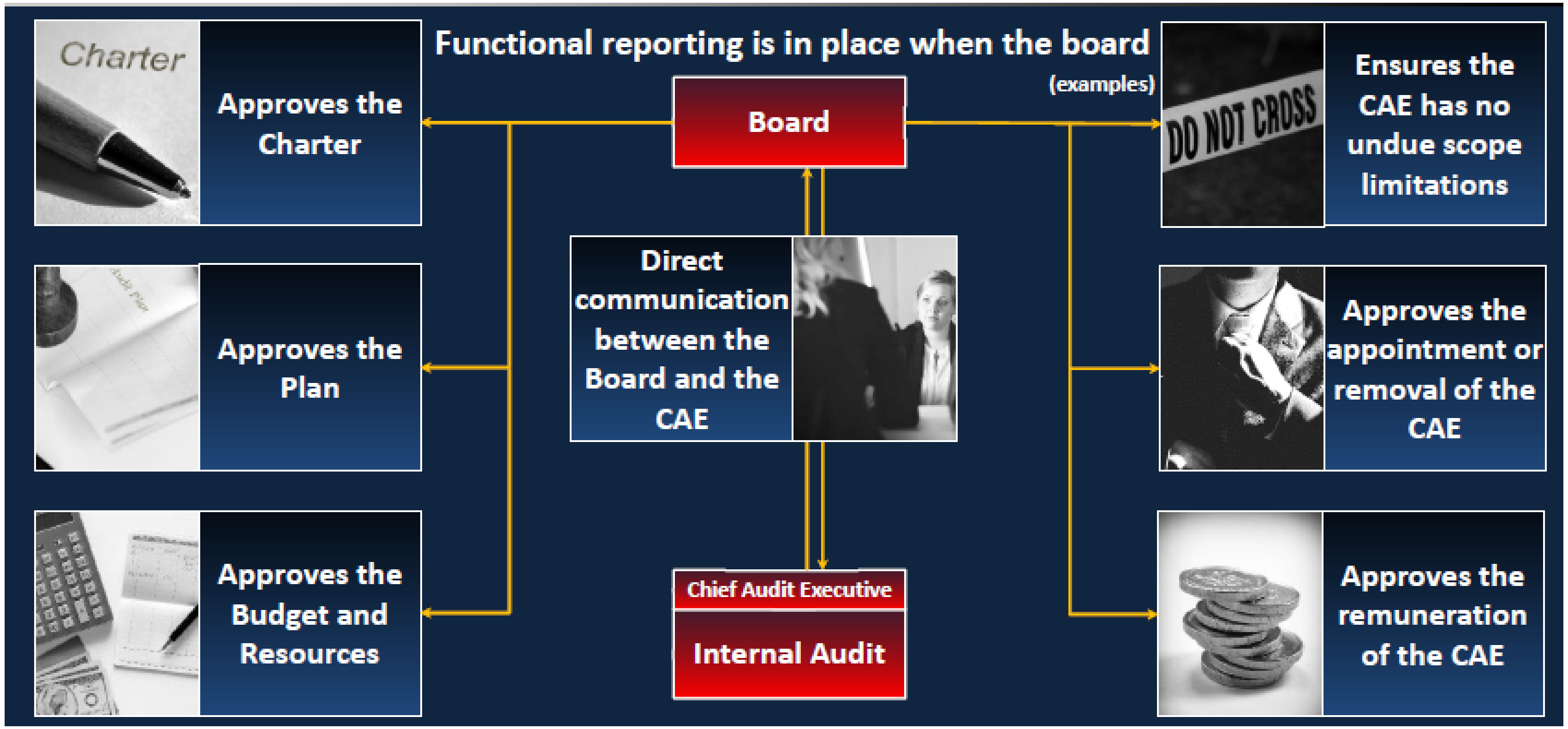
7. Organizational independence

Measure for independence



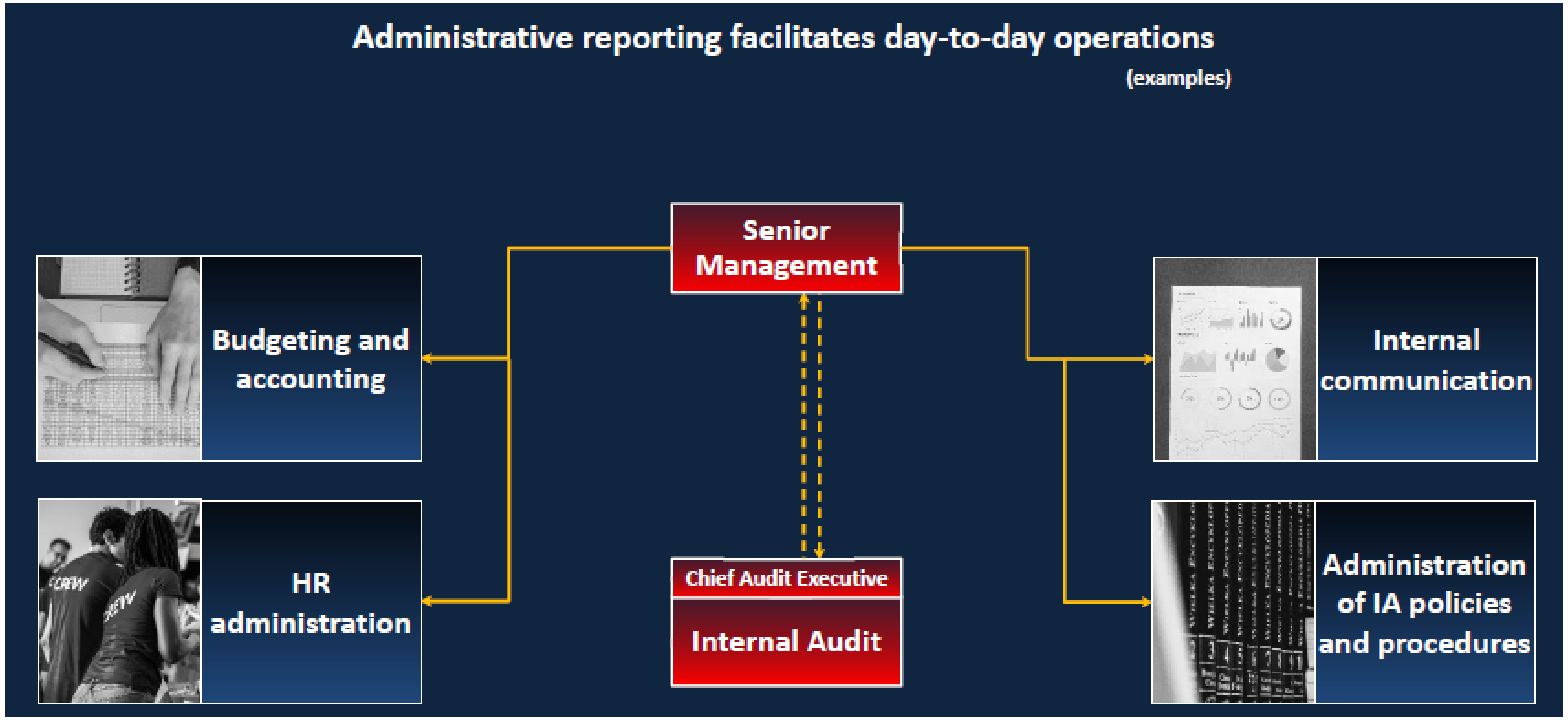
7. Organizational independence

Functional reporting



7. Organizational independence

Administrative reporting



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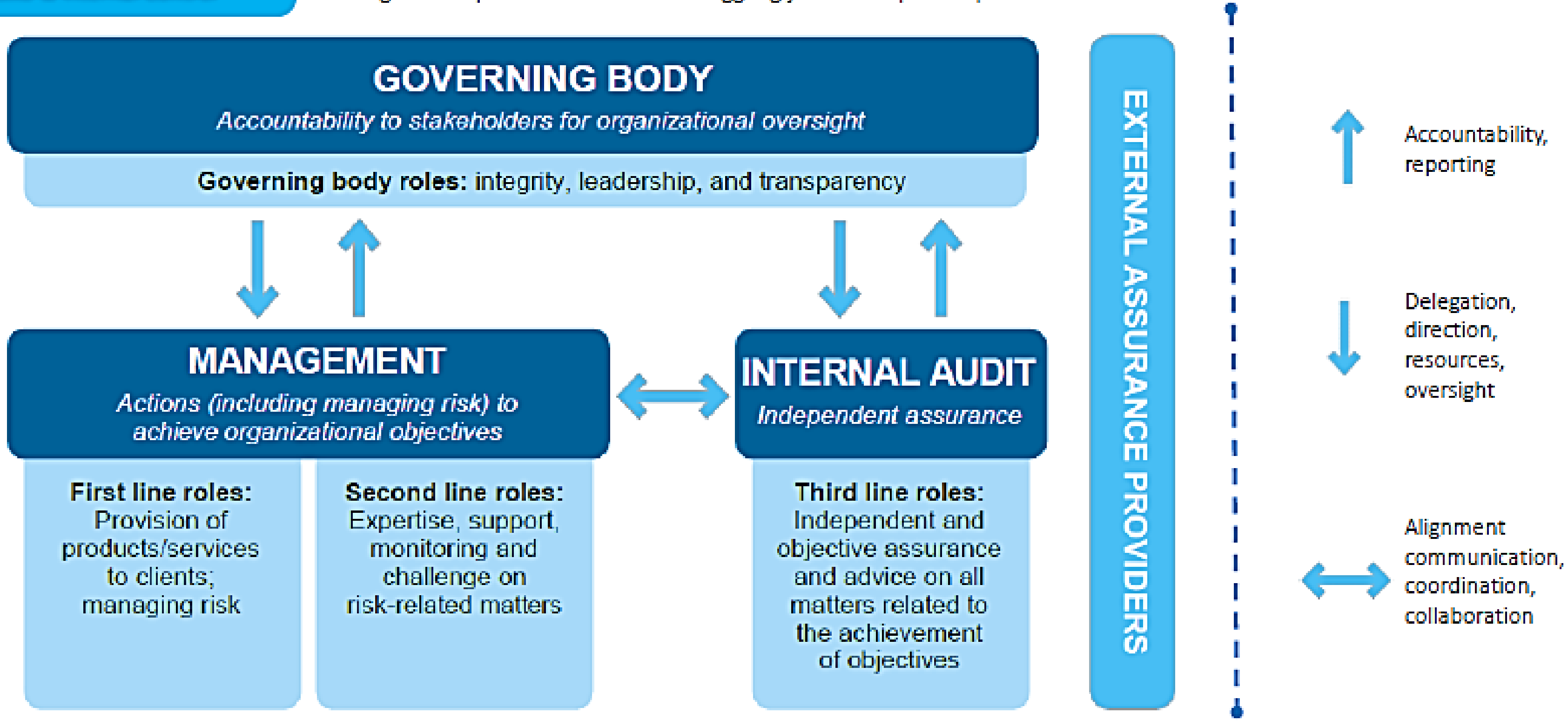
8. Three lines model

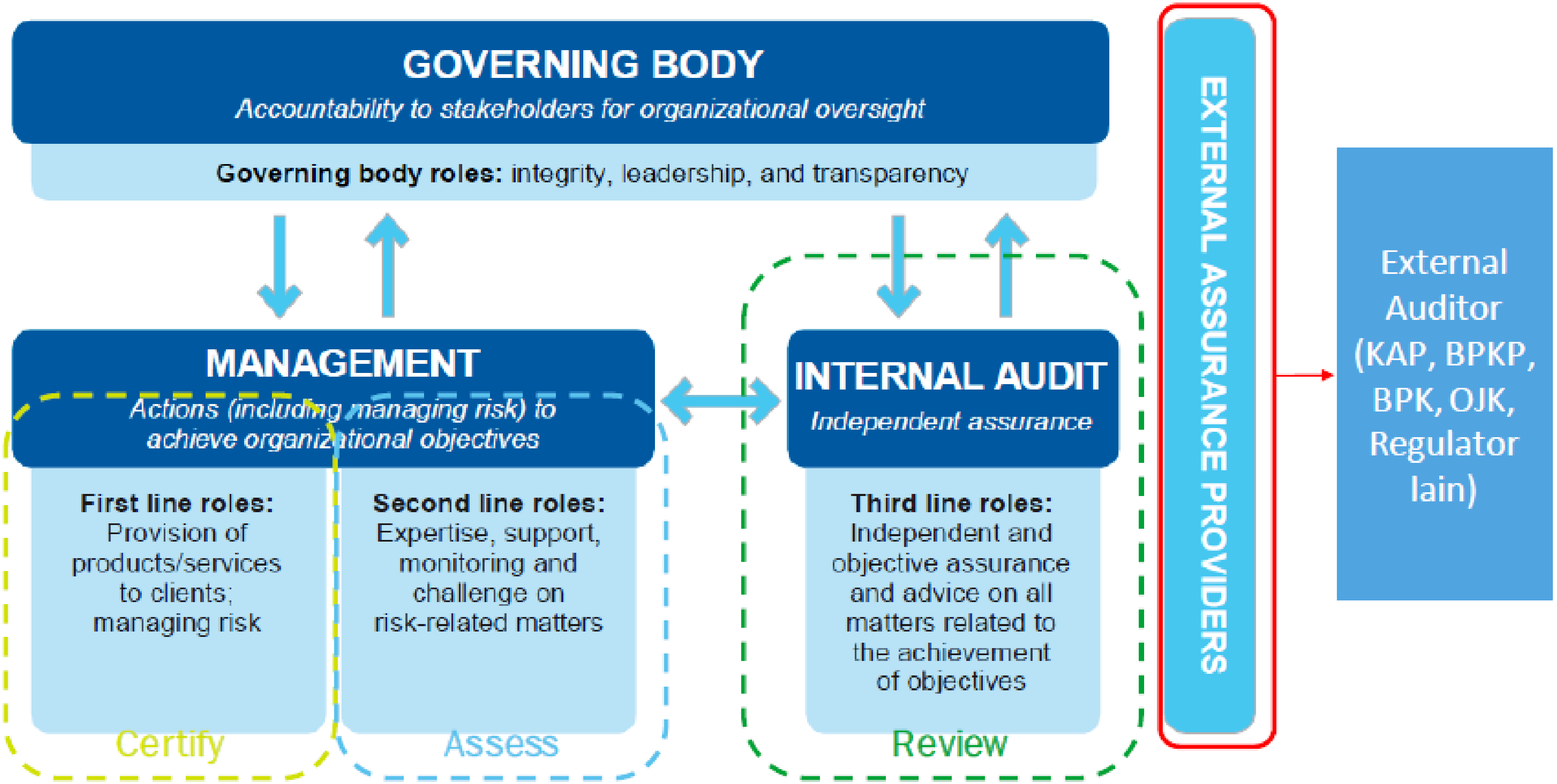
Setiap lini memiliki tugas dan peran berbeda – beda terkait Manajemen Risiko & Internal Control

Untuk memastikan efektivitas implementasi Tata Kelola Perusahaan yang baik, organisasi perlu meningkatkan peran dari masing – masing lini secara memadai. *The Institute of Internal Auditors* (IIA) memperbaharui *Three Lines Model* sebagai cara untuk menjelaskan hubungan serta peran antara lini dan tanggung jawab setiap lini di perusahaan.



Source: https://na.theiia.org/about-ia/PublicDocuments/Three-Lines-Model-Updated.pdf

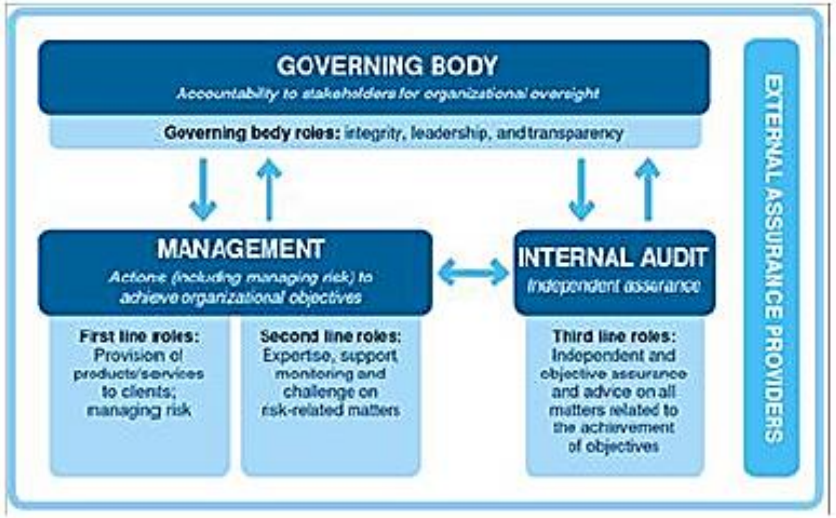
8. Three lines model



8. Three lines model

Three Lines of Defense – 2013

Three Lines Model – July 2020



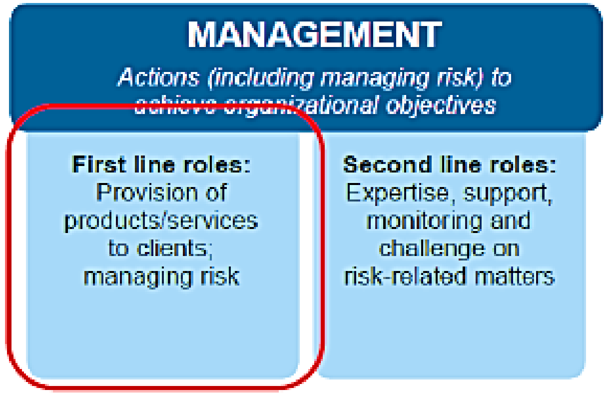
Peran Silo (terpisah) antara 1st line dengan 2nd line dalam mengelola risiko dan menerapkan Internal Control

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.



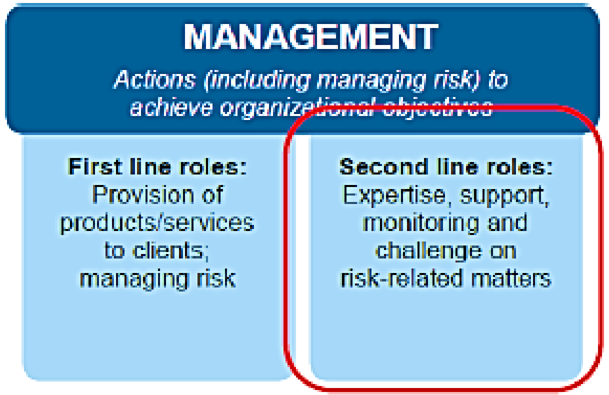
Tanggung jawab *First Line* dalam aspek internal control, diantaranya:

- 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

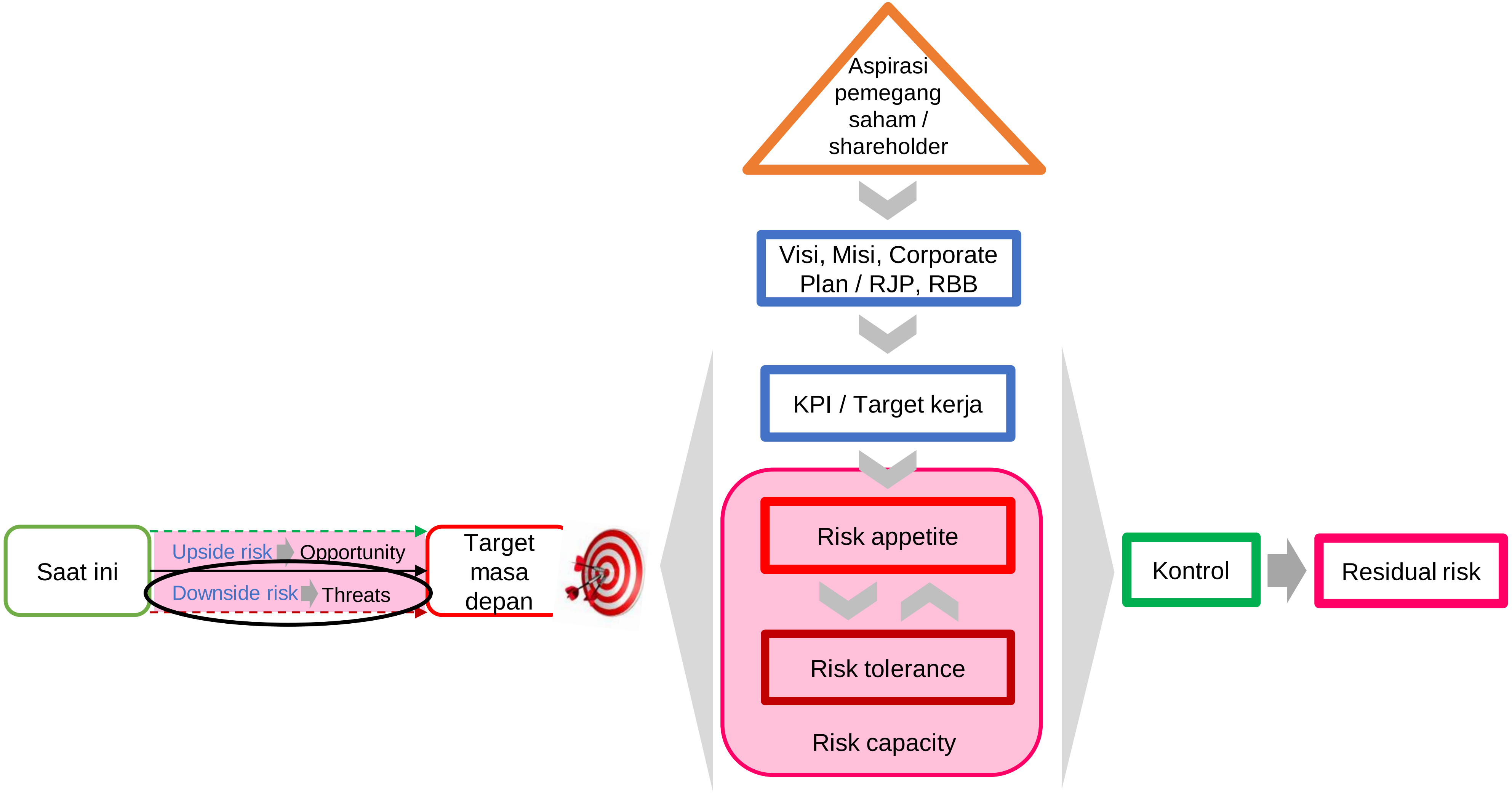
Second Line merupakan internal consultant yang membantu *First Line* dalam melakukan identifikasi risiko dan mendesain internal control.



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



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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:

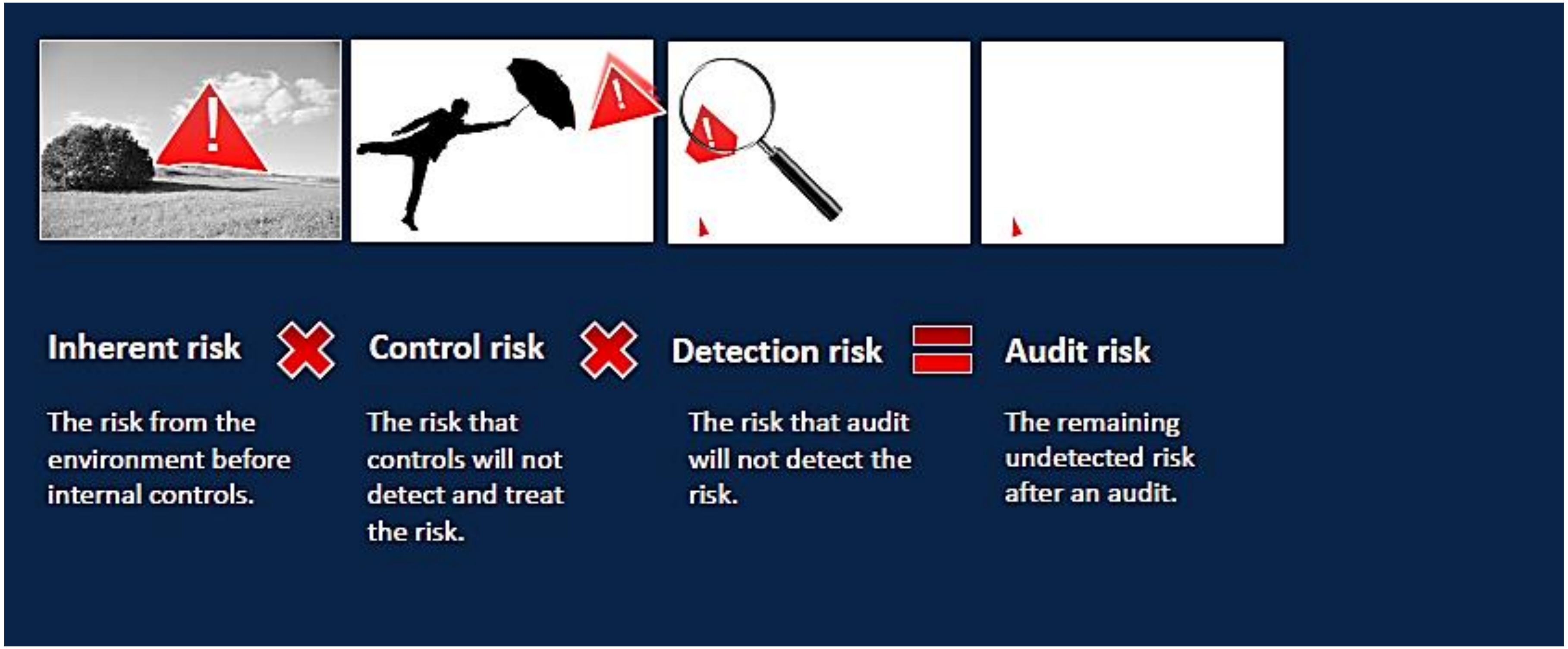
- Face-to-face meetings.
- Phone/online.
- Surveys.
- Interviews.
- Group brainstorming sessions, workshops.
- Ongoing, informal communication.

11. Peran internal audit di dalam manajemen risiko

“Risk management is a process which aims to identify, assess, manage and controlpotential 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



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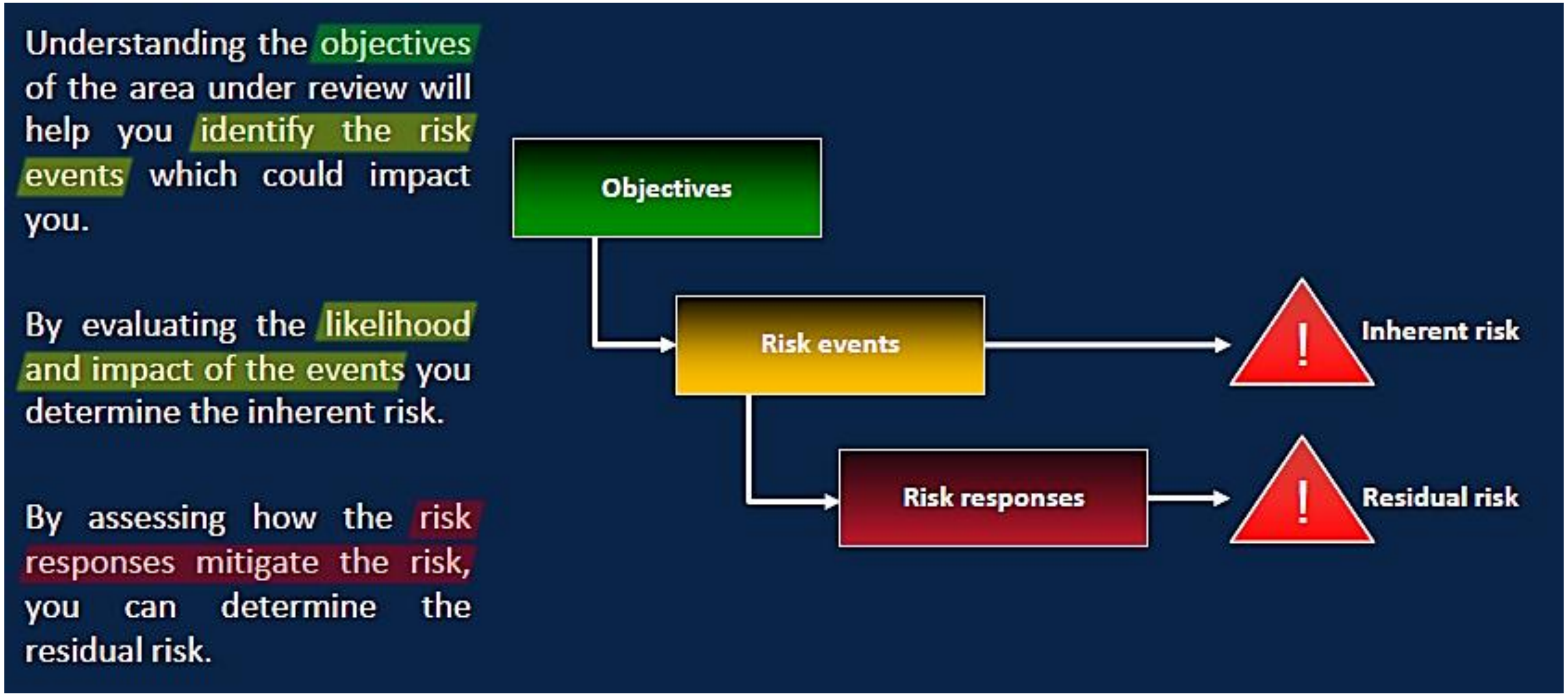
11. Peran internal audit di dalam manajemen risiko

Risk assessment process



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.

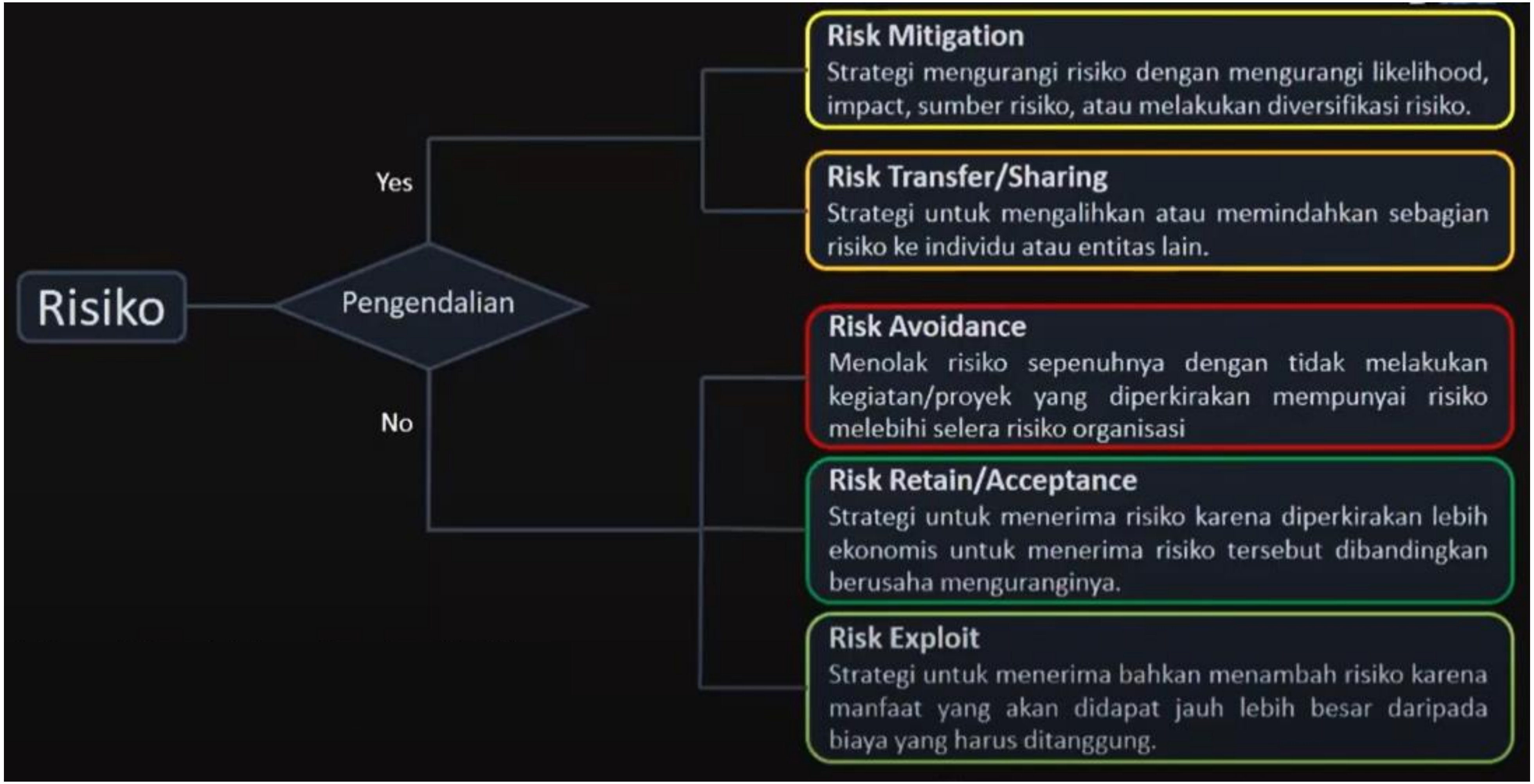
Joint ventures, partnerships, insurance.

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



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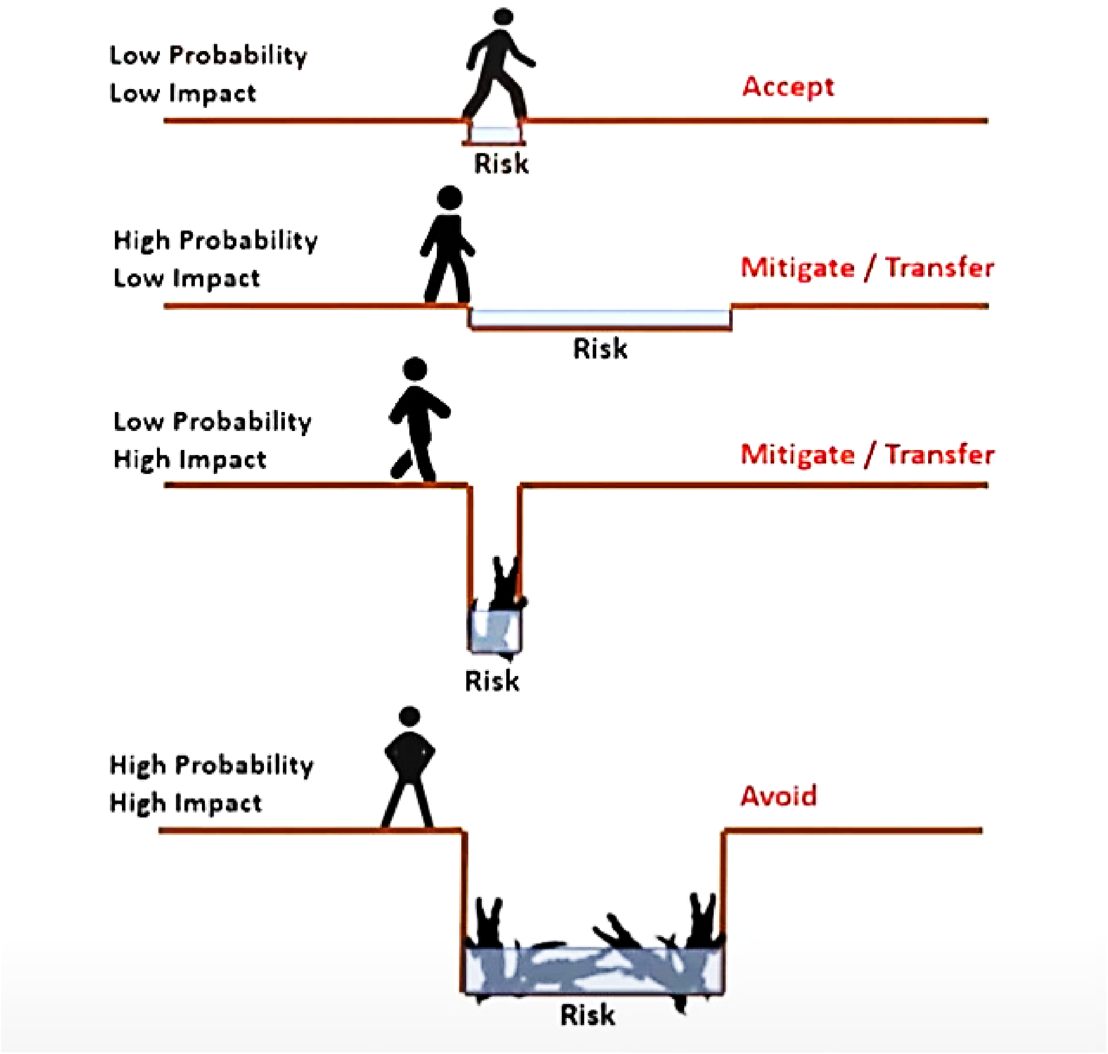

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11. Peran internal audit di dalam manajemen risiko

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

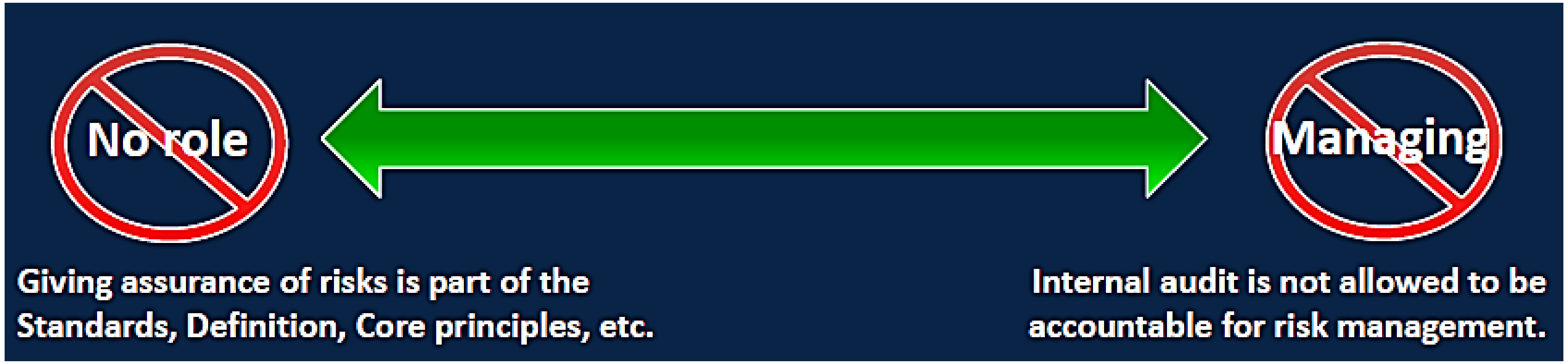
Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that:

- 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 potential for the occurrence 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



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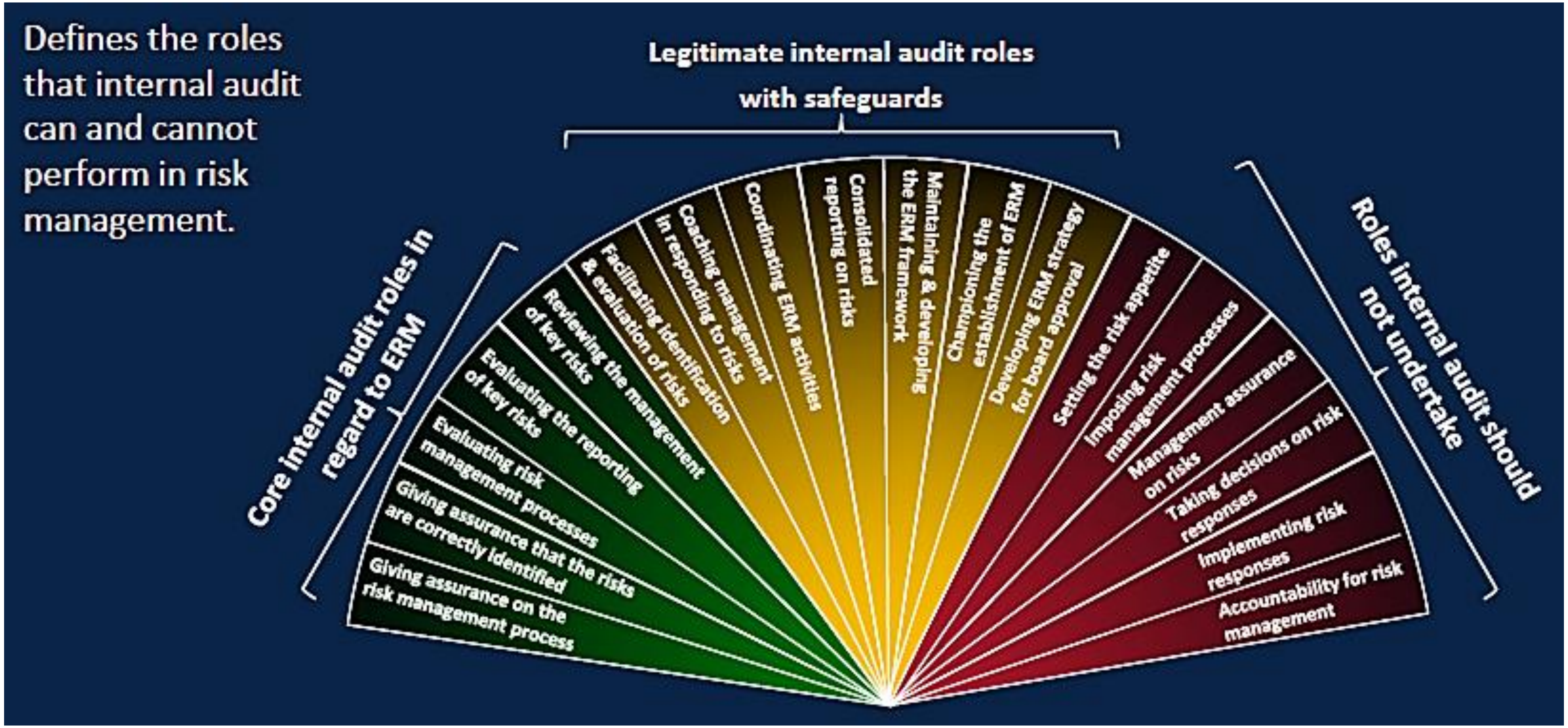

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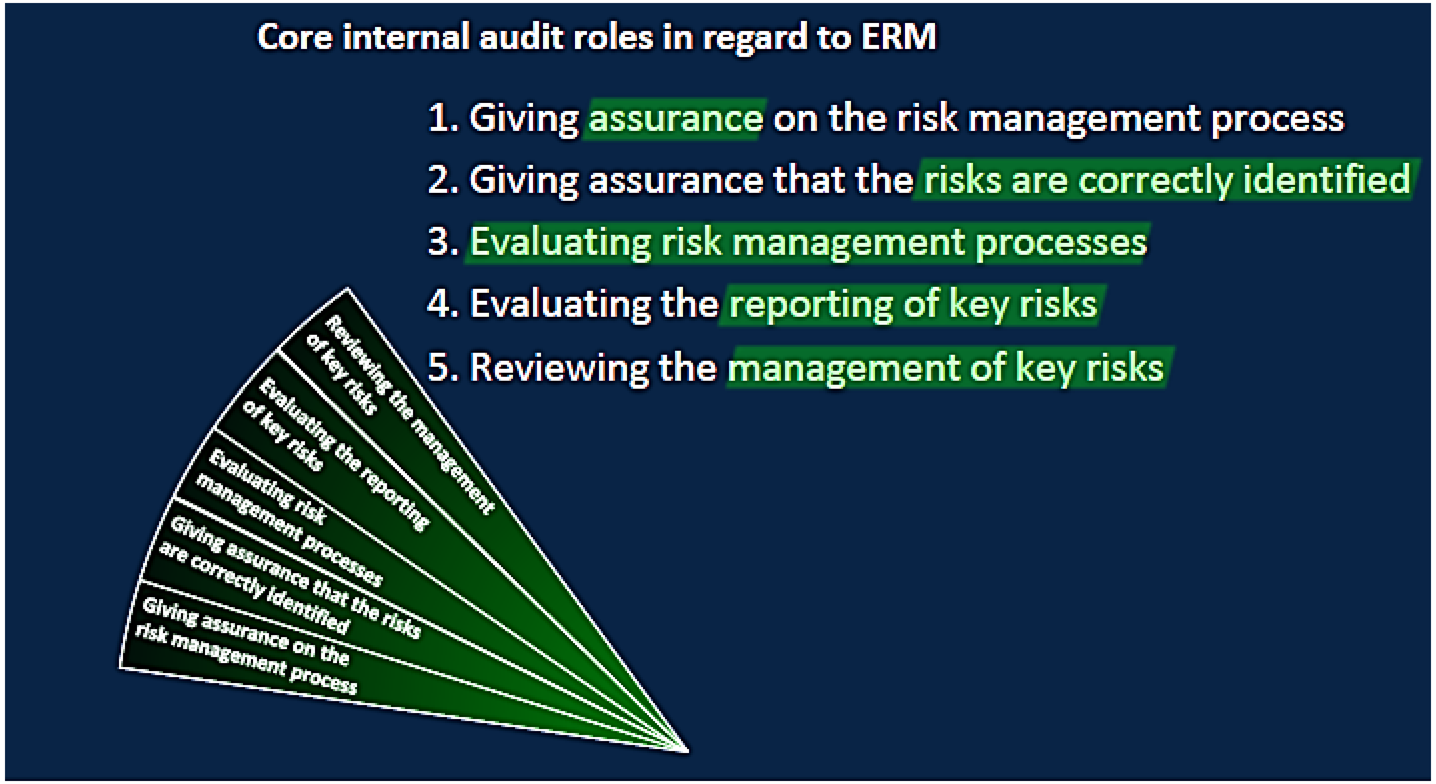

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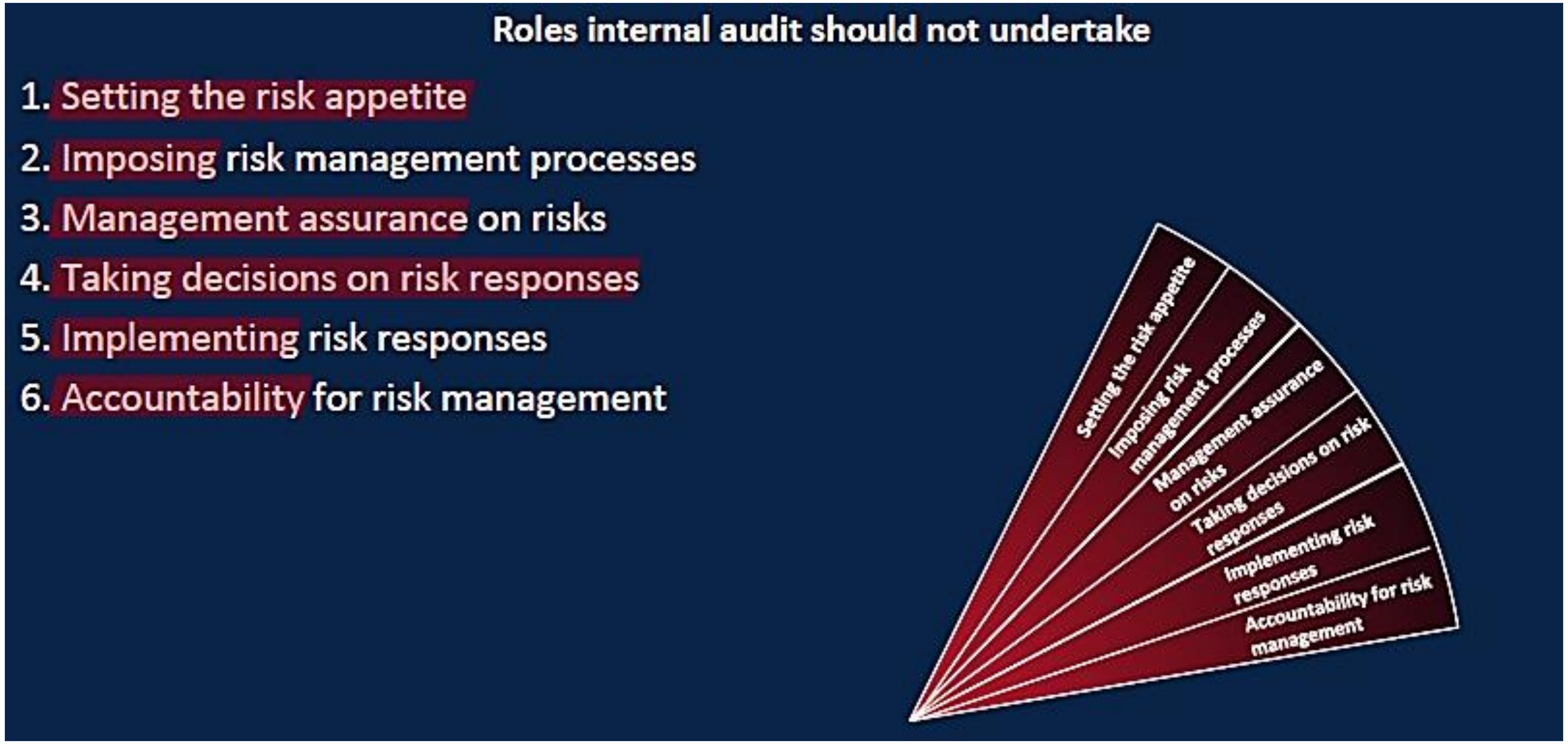

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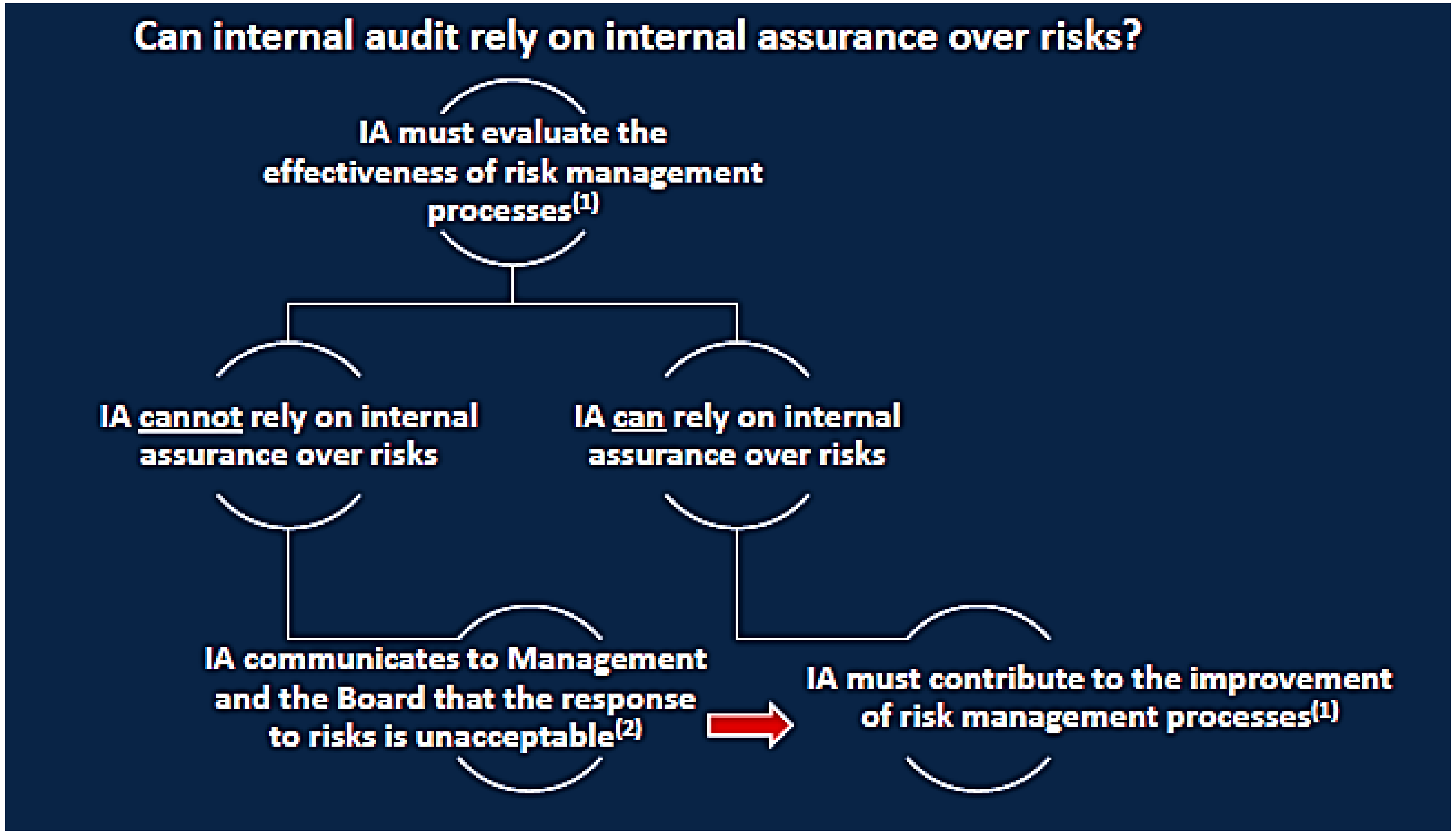

THANK YOU