



The Institute of
Internal Auditors
Ghana

IIA GHANA NEWSLETTER

SPECIAL EDITION ON AFIIA 2023

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MESSAGE BY PRESIDENT IIA GHANA



The IIA Ghana successfully hosted the 9th AFIIA Conference which comprised the AFIIA University, Governance Forum, and the main Conference under the theme, “Sustainability through Innovation”. In May 2021, IIA Ghana placed a bid for and won the right to host the AFIIA 2023 Conference from May 22-26, 2023 in Ghana. We are delighted by the achievement of this milestone.

The Governing Council of IIA Ghana is happy that, Ghana hosted the AFIIA flagship event for the second time since the first AFIIA Conference was held in 2014. Ghana hosted the Conference for the first time in 2017 at the Accra International Conference Centre.

Since AFIIA’s inception in 2009 IIA Ghana has been pivotal in the affairs of AFIIA and has maintained its presence on the governing council to date. The hosting of the 2017 and 2023 conferences are instances of the many roles that IIA Ghana plays. We are ready to support IIA Tanzania prepare and host AFIIA 2024 scheduled for April 2024, in Arusha Tanzania.

Owing to the success of the 2023 Conference, IIA Ghana has been applauded by IIA Global and AFIIA Governing Council. On behalf of the Governing Council of IIA Ghana, I express gratitude to AFIIA for the opportunity to host these events. I also wish to thank IIA Global for their presence and participation and the various AFIIA affiliates members for their fullest involvement. I send immense commendations to the Organising Committee members for their tireless efforts and commitment during the planning and execution of this memorable events.

The following also deserve our commendation: Speaker of Parliament of the Republic of Ghana, the Chief of Staff of the Office of President of Ghana, Chair of Public Accounts Committee, Director General of the Internal Audit Agency (IAA), Director General of State Interests & Governance Authority (SIGA), various Sponsors and Speakers, invited professional bodies and corporate organisations and stakeholders who supported our effort, the Volunteers, IIA Ghana Secretariat staff and the Media.

The following merit our appreciation: Ghana Police Service, Ghana National Security, Ghana National Fire Service and Ghana Ambulance Service in addition to the management of Accra International Conference Centre, Movenpick Ambassadorial Hotel, Lancaster Hotel, Lace Catering and Sunshine Catering.

Finally, I am thankful to the Research & Publications (R&P) Committee of IIA Ghana for this “IIA GHANA NEWSLETTER - SPECIAL EDITION ON AFIIA 2023”.

Thank you.
Ayekoo!

REMARKS BY CHAIRMAN OF THE RESEARCH & PUBLICATION COMMITTEE



Colleagues, this edition of “IIA Ghana Newsletter - Special Edition on AFIIA 2023” is designed to provide to our members with insight and overview of proceeding of the just ended 9th AFIIA Conference hosted by IIA Ghana. The 9th AFIIA Conference, which was opened to Board Members, Senior Management, Internal Auditors and Professionals in the government, public and private sectors was, by all standards, a successful event.

In June 2022, we provided a synopsis of the 2022 AFIIA Conference held at Avani Victoria Falls Resort in Livingstone, Zambia under the theme “Surviving Turbulent Times and Rebuilding Successfully”. This time, we are happy to share in more details, the AFIIA 2023 Conference proceedings.

The 9th AFIIA Conference (2023 AFIIA Conference) was a composite event that comprised, an AFIIA University, a Governance Forum and the main Conference. These sub-events were structured to foster discussion among

speakers/presenters and participants around the selected topics.

Preceding the conference, there were pre-conference webinars that were organized on varied topics. The various presentations made by the respective Speakers during the pre-conference activities and the 28 key sessions of the 9th AFIIA have been summarised in this newsletter. The presentation slides have already been distributed to participants of the various events.

The various recommendations by the speakers have been compiled for distribution among stakeholders. They have been categorized as recommendations to Internal Auditors, Affiliates and Organisational Leadership.

We kindly request IIA Ghana members and readers to submit inputs, comments and materials for publications to the Chairman of the Research & Publication Committee via office@iiaghana.org. All inputs would be given due and appropriate consideration.

The role played by the members of the Research & Publication Committee rapporteurs during the Conference is remarkable and I am personally grateful to them for their time, efforts and commitment to the execution of our mandate as required.

Thank you.

THE AFRICAN FEDERATION OF INSTITUTES OF INTERNAL AUDITORS (AFIIA)

AFIIA was established in May 2009 to provide a non-political, unified voice of the members of the African Continent on common issues, to collaborate in a manner which will best serve the interest of all African members of the Institute of Internal Auditors, and to promote and develop an effective internal Audit Profession supported by strong recognised Institutes.

AFIIA is, therefore, an associated regional organisation of the IIA Inc. that facilitates the coordination and implementation of development initiatives by working with its constituent member national institutes to advocate and enhance the internal audit profession. Only duly registered affiliate Institutes or Chapters of IIA Global can serve as Members.

The AFIIA Governing Council is headed by a Chairperson. The other members are: Secretary, Treasurer and four Regional Vice Chairs representing Western, Eastern, Northern and Southern Africa. In addition, the three largest Affiliates/Chapters by number of members who do not have a member on council in any of the above positions are also allotted a slot each on the Governing Council and are represented by their sitting most senior elected leadership body.

Hosting of AFIIA Conference

AFIIA organises annual conferences aimed at fostering continuous learning by internal auditors and creating awareness about the role of internal auditors. The first time the Institute of Internal Auditors, Ghana (IIA Ghana) hosted the Conference was in 2017. The second time is the 9th AFIIA Conference in May 2023 which was under the theme “Sustainability Through Innovation” under the Chairmanship of Emmanuel Johannes. The AFIIA Conference hosted by various Affiliates and associated themes since 2014 are listed below:



Year	Conference Host	Theme	AFIIA Chairman
2014	Uganda	Unity in Diversity, One Continent, One Internal Auditing Profession	Ms. Lesedi Lesetedi
2015	Cameroon	Auditing Through Ethical Leadership, A Solution For a Better Africa	Ms. Lesedi Lesetedi
2016	Kenya	Leveraging Internal Audit for Progressive Africa	Mr. Parity Twinomujuni
2017	Ghana	Insight to foresight: the new imperative for Internal Audit and Governance	Mr. Parity Twinomujuni
2018	Morocco	Internal Audit & Integrated Approaches, Governance and Performance Enablers	Mr. Eric Yankah
2019	Botswana	Assurance, Advise and Anticipate	Mr. Eric Yankah
2020	Not held	Not applicable	Not applicable
2021	Tanzania	Keeping up with Agility and Innovation	Mr. Emmanuel Johannes
2022	Zambia	Surviving Turbulent Times and Rebuilding Successfully	Mr. Emmanuel Johannes
2023	Ghana	Sustainability through Innovation	Mr. Emmanuel Johannes



AFIIA 2023 Organising Committee

AFIIA 2023 PREFERENCE WEBINARS

Preconference continuous webinars on varied topics were organised for AFIIA members and interested professionals over a 10-week period. Various speakers slated to feature at the AFIIA 2023 Conference were

assigned the different topics covered during these webinars as detailed in the table immediately below. The weekly webinars were very successfully executed.

List of pre-conference webinars

	Date	Session	Speaker
1	8-Mar-23	Cyber Security Risk Assessment I	Mr. Emmanuel Johannes <i>AFIIA Chairman</i>
2	15-Mar-23	Cyber Security Risk Assessment II	Mr. Emmanuel Johannes <i>AFIIA Chairman</i>
3	22-Mar-23	Why the Basics of Internal Auditing Matter	Mr. Alaba A. Awolaja <i>Chief Managing Consultant, GOARISC & Oversight Professional Services Ltd</i>
4	29-Mar-23	Effective Review and Audit of Contracts I	Mr Eric Yankah Past AFIIA Chair, Ghana
5	5-Apr-23	Effective Review and Audit of Contracts II	Mr Eric Yankah Past AFIIA Chair, Ghana
6	12-Apr-23	Business ethics: Why this is important and how do we handle it.	Sanjeev Gathani Singapore
7	19-Apr-23	How Technology Innovation is Revolutionizing the Role of Internal Audit: Current Trends and Benefits."	Mr Christian Asante Casanty Business Systems, Ghana
8	27-Apr-23	Good Employees Can Rationalise Bad Decisions: A Look At Fraud In Today's Organisations	Advocate Faith Basiye <i>Head of Forensics Services, KCB Bank Group in Kenya.</i>
9	3-May-23	Strategic Innovation: Does it matter	Dr. (Mrs) Stella I. Agyenim Boateng <i>Advisor, Office of the Chief Executive, Volta River Authority, Ghana</i>
10	10-May-23	The role of risk culture in ERM integration	Frederick Poku-Aikins <i>Founder and Chief Operating Officer of Redric Consulting, Ghana</i>

LAUNCHING OF AFIIA 2023

The press launch of AFIIA 2023 was held on April 18, 2023. It was opened by the IIA Ghana Vice President, Mr. Joseph Dakora Zumasigee. He introduced the Invited Guests including the Director General of Internal Audit Agency and the Media, the Governing Council of the IIA Ghana and the Local Organising Committee.

AFIIA Vice Chairman responsible for West Africa, Mr. Daniel K Quampah encouraged members and the media to spread the news about AFIIA 2023, create awareness and market the Conference in their organisations and on all corporate and social media platforms to ensure that all key stakeholders in the governance eco-system attend and actively participate in this mega conference.

The IIA Ghana President, Mrs Harriet Akua Karikari in her address, gave the hosting history of AFIIA and added that, the IIA Ghana has been pivotal in the affairs of AFIIA since inception and has maintained its presence on the governing Council. She highlighted on the internal auditing function and said that internal auditing includes compliance, gaining insights into the workings of the organization and identifying areas of improvement that help organizations become more efficient. Harriet reminded participants that May 2023 was Internal Audit Awareness Month. She encouraged the

gathering and Internal Auditors to promote internal auditing in their respective organisations during the period. She commended the local AFIIA 2023 Organising Committee for its commitment and the great work it was doing.

AFIIA 2023 Local Organising Committee Chairman, Mr Richard Ntim addressed the gathering. He indicated that, the 9th AFIIA Conference was designed to provide an incredibly unique platform for dialogue and exchange of ideas. The theme was intended to trigger participants to think outside the box, explore bold and new perspectives of thinking, to challenge our beliefs and ideas, and think critically about the world around us. He mentioned the events of AFIIA 2023 as the University, Governance Forum and the Conference and the expected resource persons. Mr. Ntim thanked the sponsors and partners for their support, and extended gratitude to all present at the launch.

The Director General of the Internal Audit Agency (Dr. Oduro Osae) also gave an address at the Press Launch of AFIIA 2023. Dr. Oduro Osae indicated that, the 9th AFIIA promised to be a rare opportunity to network with colleagues and peers, for sharing knowledge, insights and best practices in the field of internal auditing. He emphasised that

participation in such events was an integral and essential part of any organization's success, because such events offer opportunities to strengthen relationships with like-minded governance, risk and control professionals, and discover innovative and

new solutions to meet the challenges. He urged Ghanaians to take opportunity of the international conference to network, benchmark and challenge themselves to do better to help safeguard Ghana's resources.

AFRICAN LEADERSHIP ACADEMY/ WORKSHOP

A one-day leadership workshop facilitated by IIA Global Board preceded the AFIIA 2023 on Sunday May 21, 2023 at Movenpick Ambassador Hotel Accra.

There were 49 participants from IIA Global, AFIIA General Council and the following countries:

- Kenya
- Mali
- Angola
- Malawi
- Congo DR
- Tanzania
- Nigeria
- Lesotho
- Luanda
- South Africa

The workshop discussed development of crucial initiatives between IIA Global and the African Affiliate network.

Participants at the Leadership Academy were from the IIA Global Head Quarters, AFIIA Governing Council, and Affiliate/Chapter representatives from across Africa.



AFIIA UNIVERSITY

The AFIIA University was designed as a master class for practicing Internal Auditors and persons interested in building a sterling career in Internal Auditing. It was held from May 22-23, 2023 at Accra International Conference Centre. The focus areas were Quality Assessment; Advance Excel and Data Analytics; and IPPFs and tools.

Namibia, Nigeria, Sierra Leone, South Africa, Tanzania, Uganda, Zambia, Zimbabwe and the USA.

The Vice President of IIA Ghana (Mr. Joseph Zumasigee) opened the AFIIA University at 09.17am on May 22, 2023 and moderated the session. He welcomed all international



There were five (5) key sessions in all, with 203 participants from 16 different countries in attendance namely: Botswana, DR Congo, Gambia, Ghana, Kenya, Liberia, Malawi,

delegates to Ghana and outlined the agenda for the week. He also elaborated on the significance of introducing the AFIIA University (AU) as part of the activities for the

9th AFIIA Conference to provide an avenue for practising internal auditors to hone their

skills in an era of evolving internal audit profession.



Eric Nathaniel Yankah, Immediate Past Chair of AFIIA as part of the official opening, introduced Emely Katz and Javier Faleato from the IIA Global Headquarters, USA to the session. He further highlighted the significance of the University in preparing Internal Auditors for the future so that they are both adaptable and innovative to emerging changes.



Javier Faleato (Affiliate Relations & Global Advocacy) thanked AFIIA and IIA Ghana for the 2023 AFIIA conference and events including the University and the collaboration with IIA Global on matters affecting African Affiliates. He welcomed ideas to improve the internal audit profession.



Advanced Excel and Analytics



This section was facilitated by Daniel Debrah, Internal Auditor, Coca Cola West Africa. He explored the Excel functions necessary to conduct data analytics as part of the auditing process. The facilitator emphasised that confidence is built on the analysis Internal Auditors performs. The key excel function taught were pivot table, count interval gaps and V-look up

Teammate+ Presentation



David Wagacha and Anthony Wanyoike from Azmasoft, Wolters Kluwer, East Africa outlined the group structure and history of Wolter Kluwers Azmasoft and demonstrated the TeamMate+ audit management software. They elaborated on the features of TeamMate+, how it can facilitate conformance with the standards, ensure efficiency in audit execution, and shared Teammate+'s success stories.



**Internal Audit
Practitioner**

Global Certifications and Services



Emely Katz (Affiliate Relations, IIA Global Headquarters, USA) outlined the steps necessary to obtain any of the three major IIA certifications (Internal Audit Practitioner {IAP}, Certified Internal Auditor {CIA}, and Certification in Risk Management Assurance {CRMA}) as well as the benefits of certification.

The key points noted were that: the IAP is intended to demonstrate a student's mastery of foundational standards; the CIA certification is the gold standard for internal auditors and the CRMA requires five years of internal auditing experience. Ruth Doreen Mutebe (Uganda, CIA) and Elizabeth Kwarteng Tei (Ghana, CIA & CRMA) were given the opportunity to recount their experiences of the certification process to inspire other delegates to accept the certification challenge.

Benefits of IIA Membership /Training Programmes.



Joseph Dakora Zumasigee, Vice President of IIA Ghana presented the benefits of IIA Membership to delegates including savings and discounts, networking, learning/trainings such as National conferences, AFIIA Conferences, Global Conferences, Board/CEOs Fora, Workshops and Webinars.



Quality Assessment



Ruth Doreen Mutebe, AFIIA Treasurer led the session which focused on the following:

1. Quality Assessment: This involves the testing of the IIA Standards, Definition of Internal Audit, Code of Ethics, Audit Charter, Audit Committee Charter/Governance and Best practices.
2. Who needs to Conduct Quality Assessment (QA): Every internal audit (IA) function as required by Standards 1232 that for every IA function to conduct an internal assessment every year. An external QA assessment is required every five years.
3. Quality assurance and improvement programme (QAIP) Framework requires the development and implementation of a structure to guide the QAIP and the conduction of self-assessment and the full external assessment.
4. The Pillars of Quality Assurance: The

IPPF covers all aspects of Internal Audit activities including developing and maintaining QAIP. The assessment report is shared with Senior Management and the Board (Standard 1320). Components of the quality assessment included ongoing monitoring (Standard 2200, 2300, 2400 and 2500), periodic self-assessment (Standard 1000, 1100, 1200, 1300, 2000, 2100 and 2600) and external assessment (Standard 1312).

5. Preparing for Quality Assurance requires taking into consideration of documentation such as Audit Committee and Internal Audit Charters, Quality Assurance & Improvement Plan (QAIP), Internal Audit Plan, Audit Plan-Budget & Resourcing, Audit Workpapers, Audit Issue Tracking, Annual Self-Assessment

Other Issues discussed included failures and challenges of Quality Assurance process, attributes of the quality assessor as well as the ethical issues in Quality Assurance.



IPPF and Audit Tools



The facilitator, Mr. Barnabas Chorombo from Diligent outlined the evolution of Diligent software and introduced the brand as well as the capabilities of the software. As part of the delivery, he highlighted on the following:

- The IPPF is necessary to assist the Chief Audit Executive in implementing the conceptual framework and provide authoritative guidance promulgated by the IIA. There are Mandatory Guidance (Core Principles, Definition, Code of Ethics), Attributes and Performance Standards
- The mission of IA is to enhance and protect organisational value by providing risk-based and objective assurance, advice and insights
- The requirements of Standards 2000, 2100, 2300, 2500, and 2600 were analysed in depth to provide context for how a CAE must implement them.

Closing of AFIA University



Emmanuel Nii-Noi Dowuona, Chairman for Certification and Professional Development Committee supported the Vice President of IIA Ghana, Mr. Joseph Dakora Zumasigee to conduct the closing session.

Joseph Dakora Zumasigee thanked the participants for being exemplary adult learners. He accepted feedback from members as appropriate and concluded that, the proposed Global Internal Audit Standards require Internal Auditors to apply the standards to complete a minimum of 20 CPD hours. He reminded participants that continuous learning should be a crucial aspect of all Internal Auditors.

BE A PART



A THREE-DAY TRAINING IN

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DATES
8TH -10TH
AUGUST
2023

VENUE:
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For more information, call us on
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THE 9TH AFIIA GOVERNANCE FORUM

The 2-day Governance Forum which opened from May 22, 2023 was under the sub-theme “**Innovate to Sustain**”. It was specifically designed for Board members, Audit Committee members, Chief Executives, Senior Management and Chief Audit Executives.

The participants were from the following 23 countries: Angola, Botswana, Cameroon, DR Congo, Gambia, Ghana, Kenya, Lesotho, Malawi, Mali, Mozambique, Nigeria, South Africa, Tanzania, Tunisia, Uganda, Zambia, Zimbabwe, Australia, France, Poland, Singapore and USA



Opening of AFIIA Governance Forum



The opening of the AFIIA Governance Forum was moderated by Mr. Richard Ntim, Chairman of the AFIIA 2023 Organising Committee.

Among the dignitaries present at the opening ceremony were: Representative of Chief of Staff at the Office of the President of Ghana, AFIIA Chairman, Director General of Ghana Internal Audit Agency, Representative of the Director General of the State Interest & Governance Authority, Chairman Of The IIA Global Board Of Directors, and President and CEO of IIA Global.



Dignitaries in attendance at the opening of the AFIIA Conference

Mrs. Harriet Akua Karikari (President of IIA Ghana)



Mrs. Harriet Akua Karikari delivered the welcome address and said that the theme was an insightful motivation for corporate executives in turbulent times. She noted that the outcome of the forum will challenge and transform corporate leaders to rethink their strategies, explore creative initiatives to improve on processes. She was thankful that, participants will, continually build resilient public and private sector corporate entities in Africa and for that matter a better world.



Emmanuel Johannes (AFIIA Chairman)

Emmanuel Johannes, the AFIIA Chairman appreciated and thanked every participant present especially Ghana, Zambia, Zimbabwe, Gambia, Tanzania, Kenya, Uganda and Malawi. He indicated that the numbers were encouraging showing how much AFIIA has grown to embrace the AFIIA Governance Forum.

Dr. Eric Oduro Osae (Director General, Internal Audit Agency)



Dr. Oduro Osae noted that the collaboration between the Internal Audit Agency (IAA) and the Institute of Internal Auditors (IIA), is to improve professionalism in the internal auditing practice. He stated that the extension of invitation to the State Interest and Governance Authority (SIGA) will drive corporate governance practices and management of Public Sector Institutions. He added that, the Government of Ghana has initiated a process to enhance the independence of internal audit function and provide adequate resources to strengthen internal capacity to ensure the prevention of financial irregularities in public institutions. He concluded that, the Agency is issuing new Audit Committee guidelines and that will require working closely with the IIA to ensure that Audit Committees (ACs) in both public and private sectors have their capacities strengthened.

**Representative of
Ambassador Edward
Boateng
(Director General
of the SIGA)**



The address by Ambassador Edward Boateng, Director General of the State Interest & Governance Authority (SIGA) was delivered by Ms Olistar Dua Ntumi.

The address focused on the leadership and gate-keeping role of internal auditors in ensuring reduced material breaches in the governance, risk management and control processes. AFIIA was applauded for the choice of the theme and was advised to pursue innovation ethically and protect the interest of its members and all stakeholders. Corporate leaders were encouraged to empower Internal Auditors to remain ethical, address recommendations in audit reports timely, and provide needed resources to support Internal Audit activities.

**Benito Ybarra
(Chairman, IIA Global
Board of Directors)**



Benito Ybarra expressed his happiness about the organisation of AFIIA 2023 and stated that, the internal audit profession required the contributions and inspiration of everyone. AFIIA members should appreciate the strengths and challenges of the profession and support respective affiliate boards.

He advised Internal Auditors to have an open and innovative mindset to help move the profession forward and help others realise the value of what Internal Audit is doing.

Representative of Honourable Akosua Frema Osei-Opare (Chief of Staff, Office of the President, Republic of Ghana)



The Honourable Dr. Kweku Afriyie (Minister responsible for Environment, Science, Technology, and Innovation in Ghana) represented the Chief of Staff and delivered her address.

The address cited businesses and societies that adapt and rediscover their purpose and thrive despite being in challenging times, and that the theme is appropriate. She said corporate and senior public service executives have a vital role in promoting innovation and expect the forum to address the subject from diverse perspectives. She suggested that Participants in leadership positions.

1. Encourage employee cultivate innovation culture and allocate resources to developing them.
2. Collaborate with other companies, researchers, and institutions to share knowledge and resources including technologies. Partnerships with governments and NGOs are also crucial to tackle societal challenges.
3. Invest in research and development.
4. Anticipate potential threats and take advantage of opportunities.
5. Open to new technologies and ways of doing things by embracing digital transformation and automation to improve operations and create new opportunities.

She concluded that, innovation is essential to sustainability, and corporate executives have a critical role to address the challenges of a rapidly changing world by promoting innovation within their organizations.

AFIIA Governance Forum Presentations and discussions

Role of Leadership in Building Innovation Culture



The presentation was by Dr. (Mrs) Stella Agyenim-Boateng (Adviser, Office of the VRA Chief Executive). The presentation focused on

- concept, types and styles of leadership;
- improving one's leadership skill;
- what drives innovation;
- how leaders can build innovative culture;
- Benefits of innovation;
- Why leaders fail.

Leaders should be well organised, show example in humble manner, train others to be good and effective leaders, manage temperament, be selfless and encourage followers to create new ideas and approaches to work. Leaders themselves

should apply creativity and innovation to inspire others, encourage the use of different ideas, methodologies, approaches, systems and mind-set other than the status quo.

How Boards should shape the Corporate Culture for Sustainable Performance



The presentation by Ntangeki Nshala from Tanzania was on the following sub-topics

- Meaning of culture
- Elements of corporate culture
- The principles and practices that shape culture
- Unexpected behaviours of the Board

Boards should be adoptable, consistent,

involving, evaluate performance and drive culture that sustain business performance. Since culture is an asset, and as such,

Internal Auditors were advised to develop skill needed to audit the culture of their organisations.

Corruption and Fraud: Keeping Clean Hands

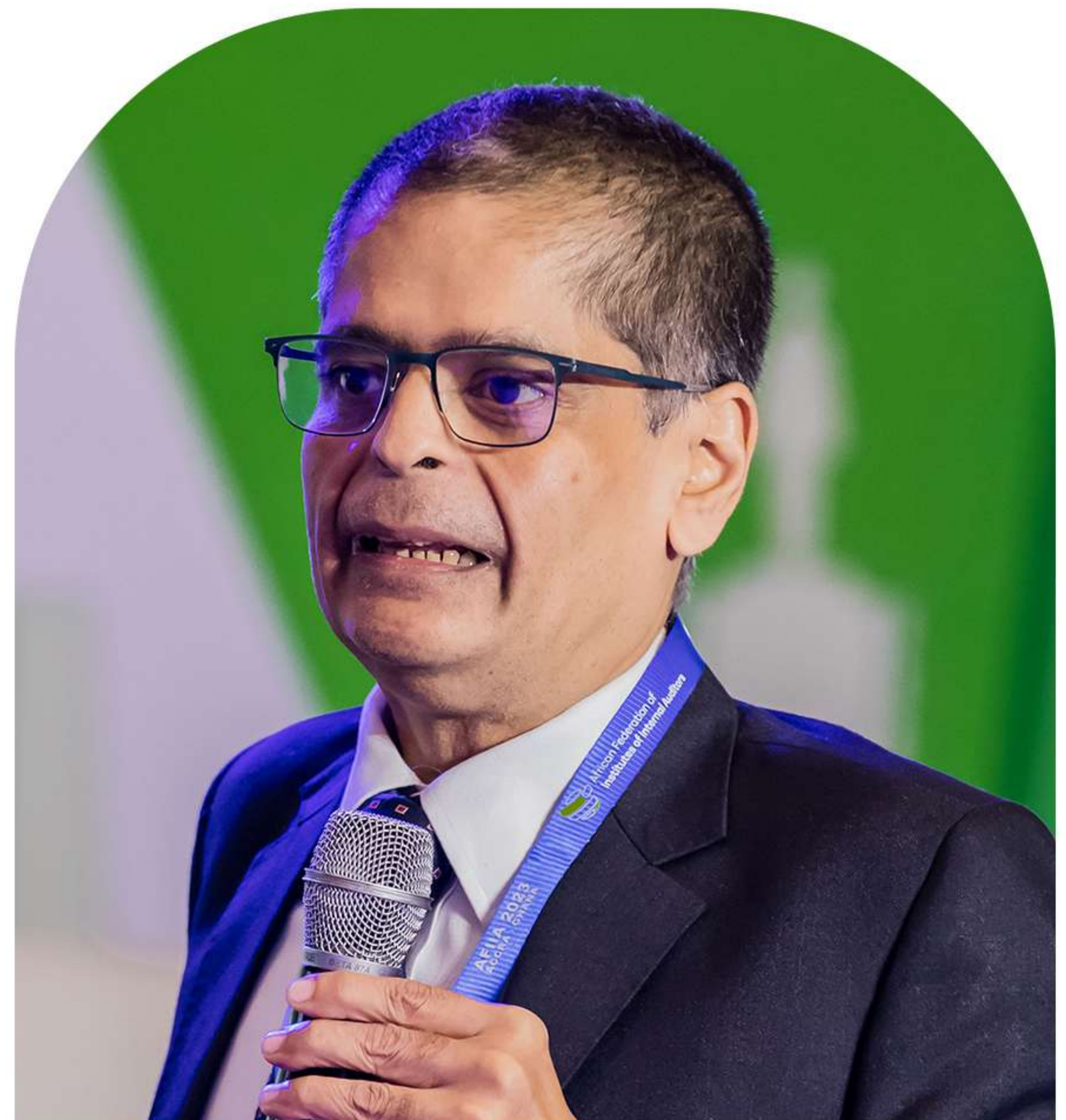


The was delivered by Senyo Hosi (Executive Chairman, Cleeve & Tove Ltd, Ghana). The speaker focused on the following:

- what "corruption" and "fraud" mean
- banking sector fraud in Ghana and some statistics across Africa and the globe
- nature, forms, and reasons of corruption
- the cost of corruption to companies
- Some suggested solutions for Executive leadership

Internal Auditors were to be torch bearer, assist management reform processes to inject forced transparency, recommend preventive control rather than being reactive and enhance is risk advisor services.

Data Privacy and Security: Is Africa Ready?



This was delivered by Sanjeev Gathani from Singapore and focused on Meaning of data protection, myths and truths about data privacy and security, steps to safe handling of personal data and steps to ensure security of personal & business data.

Organisations and individuals should be mindful of the law concerning personal and business data collection, the purpose, processing, storage and medium of storage, retention, access, transfer and/or movement, disclosure, communicating and disposal. Data is the new gold of the world and that organisations can lose millions of dollars through data theft. The respect for data protection and security should be priority to organisation.

Embracing an Intelligent and Agile Risk Management Framework (RMF)



Faith Basiye (Group Head, Forensic Services KCB Group PLC, Kenya) presented on this topic. The focus areas covered were:

- Exposition on risk management frameworks (RMF)
- Similarities and Disparities ISO 31000 & COSO
- What to consider when adopting RMF

The consideration to adopt of risk management frameworks include adaptability to automation and change, intelligent and suitable for future use, quick acceptance of risks, opportunities and begets policies.

Guarding Against the Dark Side of Leadership



Claudelle Von Eck, (Founder of Brave Inflexions, South Africa) presented the topic using the following as guide:

- What leadership is all about
- Characteristics of people in leadership
- Bad/dark side of leaders

Good people practice ethical principles and ethical implications of making decisions. Leadership is a responsibility, and the dark side destroys organisations and should not be ignored i.e., trampling on others, adopting different faces, creating fear and tantrums, selfishness, the narcissist character, insensitiveness to others and unethical among others.

Panel discussion on the future of Internal Audit



Mr. Eric Yankah (Immediate Past AFIIA Chair) moderated the Session. The Panellists were:

- a) Benito Ybarra, Chairman, Global Board 2022-2023
- b) Sally-Anne Pitt, Senior Vice Chair, Global Board
- c) Anthony J. Pugliese, President & CEO

The following were some questions posed to the panellists:

- Significant risks that impacted or changes the internal audit functions
- How organisations respond to emerging risks

- Other professional practices that impact on independence of the Internal Audit profession
- The future and forward-looking role of the internal auditor

Internal Auditors should understand how IT impact on organisations as gatekeepers and attract young professionals that leverage on modern IT to develop the function. They should be involved in strategic issues, brand itself to be recognised, share knowledge, advocate for developments in the profession show efforts that improve corporate governance in organisations.

Panel discussions on Fraud, Risk Management and Cyber Security



The Moderator was Nii Asafoatse Abbey Abbey, Associate Director Deloitte, Ghana and the panellists were:

- a) Adjoa Asamoah, Lead for Audit Compliance and Monitoring at the Cyber Security Office
- b) Rebecca Lomo, Managing Partner, Adoma and Associates.
- c) El Farouk Umar, VP Technology Development Bank, Ghana
- d) Benjamin Mkwizu, Risk Assurance Associate Director PWC Tanzania

The discussions centred on:

- Why show concern about fraud and cyber security.

- Common ways of exploiting cyber security to commit fraud.
- Efforts to tackle fraud and cyber security.
- How to win the fight against fraud and cyber security.

The panel recommended some of the ways to deal with cyber risk and fraud. They were effective due diligence in all operations, adoption of industry specific approach to cyber security, mindset change of everyone towards cyber security, investment in awareness and training in cyber security, changes to school curriculum and accountability matrix when acquiring technology.

THE 9TH AFIIA CONFERENCE

Opening of the Conference

The main Conference was held at Accra International Conference Centre (AICC) from May 24 – 26, 2023 for CEOs, Board & Audit Committee Members, Senior Management, Internal Auditors, and other professionals. The theme for 9th AFIIA Conference (AFIIA 2023) was “Sustainability Through Innovation” under the Chairmanship of Mr. Emmanuel Johannes.

The following countries participated in the Conference: Angola, Botswana, Cameroon, DR Congo, Gambia, Ghana, Kenya, La Cote D’Ivoire, Lesotho, Liberia, Malawi, Mali, Morocco, Mozambique, Namibia, Nigeria, Rwanda, Sierra Leone, South Africa, Tanzania, Tunisia, Zambia, Zimbabwe, Uganda, Australia, Eswatini, France, Poland, Singapore, US Virgin Islands and the USA

The Chairman of the Organising Committee (Mr. Richard Ntim) moderated the opening session and welcomed all members from different countries to the 9th AFIIA Conference. Mr. Martin Dordzie of IIA Ghana said the opening prayer.



This was followed by the National Anthem by the Ghana Police Band.

The dignitaries at the opening ceremony included the Speaker of Parliament of Republic of Ghana (the Right Hon Alban Sumana Kingsford Bagbin), Chairman of Ghana’s Public Accounts Committee of Parliament (Hon. James Klutse Avedzi), AFIIA Chairman (Emmanuel Johannes), Director General of Ghana Internal Audit Agency (Dr Eric Osae) and Chairman of the Global Board Of Directors (Benito Ybarra).



Welcome Address by The President of IIA Ghana



The President of IIA Ghana, Mrs. Harriet Akua Karikari delivered the welcome address and acknowledged the theme as insightful for corporate executives in turbulent times. She noted that the outcome of the Conference will challenge and transform delegates to rethink their strategies, explore creative initiatives to improve on processes. She was thankful that, participants would, continually build resilient public and private sector corporate entities in Africa and for that matter a better world.

Harriet encouraged participants to explore new ways of thinking to challenge corporate traditions and values as they strive to improve the environment and the quality of life of customers and key stakeholders.

The President of IIA Ghana introduced the Global Team to the Conference and concluded by expressing her gratitude to both the Organizing Committee for its commitment in the great work done and to delegates from across Africa and beyond who had joined in the forum.

Remarks by AFIIA Chairman



The AFIIA Chairman, Emmanuel Johannes appreciated and thanked everyone present and especially to Ghana, Zambia, Zimbabwe, Gambia, Tanzania, Kenya, Uganda and Malawi. He indicated that the numbers present was encouraging showing how much AFIIA had grown to embrace the Conference.

Remarks by Director General, Internal Audit Agency (IAA)



In the remarks by Director General of IAA, Dr. Eric Oduro Osae, he highlighted that, IIA Ghana and the IAA have been collaborating over the years to deepen internal audit practices in Ghana. He advised Internal Auditors to:

- apply innovative ways beyond the call of duty to provide required advisory and assurance services.
- demonstrate professionalism through competence and integrity to adequately support Boards and top-level management cease all forms of corruption and irregularities in the organizations.
- embrace changes that are critical for professional efficiency and excellence,
- live the values impact positively on institutions and have change of attitudes and

mind-set.

In concluding, the Director General of IAA advised the IIA Affiliates to deepen collaboration with Internal Audit Agencies in their respective countries.

Remarks by Chairman Of The Global Board Of Directors



Chairman Of the Global Board Of Directors (Benito Ybarra) expressed his happiness about the successful organisation of the Forum and the IIA Global willingness to contribute, inspire and assist to develop various African Affiliates. The IIA Global Team would learn the strengths and challenges of AFIIA and the profession and this would assist the Board to provide better leadership. He encouraged Internal Auditors to be open and help others realise the value of Internal Audit.



Address by the Chairman of the Public Accounts Committee



As part of the remarks by Chairman of the Public Accounts Committee of the Parliament of Ghana, he expressed his pleasure to be part of the 9th AFIIA Conference. He indicated that, Internal Audit is a very important function in every organization and should be given the needed attention by Corporate Boards and those in charge of governance.

He also encouraged CEO's give attention to Internal Audit work through provision of adequate resources and implementation of audit recommendations. When Internal Audit serve Management better, the risk of organization objectives not achieved is reduced. Hon Klutse Avedzi advised Internal Auditors to be innovative when performing their functions especially under this current rapid technological advancement.

Address by Speaker of Parliament Republic of Ghana



During the opening of the main 9th AFIIA Conference held on May 22, 2023, the Speaker of Parliament encouraged Internal Auditors to embrace innovation and align its processes to organization innovative strategy.

The areas suggested included advanced analytics, robotic process automation, continuous auditing, real time and visualised reporting, and new approaches. He advised participants to adopt methodologies such as agility to internal audit work, coordination of combined assurance, continuous learning, different perspectives to analyse risk affecting business. He also advised auditors to propose practical and future-focused recommendations. He added that the internal audit profession should be at the forefront of

promoting innovation, rather than be seen as being averse to change. Internal Auditors should propel organization process improvements.

improvements and be seen as a profession that adds value and serve every stakeholder's interest.

9TH AFIIA PRESENTATIONS AND DISCUSSIONS

Key speakers for the afore mentioned programmes were drawn from the IIA Global Headquarters in USA, AFIIA Headquarters in Tanzania, African affiliate countries and from Ghana. There were 13 main presentations and three (3) panel discussion sessions on

various topics.

The following topics were carefully chosen, and presented upon by the selected speakers at various times during the Conference.

The State of the Internal Audit Profession



The presenter for this session was Anthony J. Pugliese, President and CEO, IIA Global, USA. According to the presentation, the IIA

has over 230,000 members in Countries in territories around the world, 187,000 CIAs , and 115 affiliates. The Four (4) chapters added in 2022 were Senegal, Bolivia, Honduras, and Vietnam. An overview of IIA Research environment was shared.

Top emerging issues discussed included cybersecurity, digital disruptions, ESG, fraud, corruption and retaliation. IIA Initiatives discussed were IPPF evolution, Advocacy and Corporate Governance Engagement and the CIA Market Study which was undertaken to ensure that the credential remains credible. He concluded by sharing the IIA's Vision 2035 with participants and advised IIA members to embrace the IIA Vision and chart the course for the future.

Leading Through a Crisis



The Speaker, Claudelle Von Eck, (Trainer, Facilitator and Executive Coach from South Africa) delivered on the above. She defined crises and advised participants to lead with strategies to manage hidden fears, and that leading through crises is test of leadership. What leaders should avoid include inadequate risk assessment, complacency, over confidence, overestimation of what may go wrong, fears of all kinds and ignoring signals.

Human Capital, Diversity and Talent Management



The Speaker, Dr. (Mrs.) I. Stella Agyenim-Boateng, Advisor, office of the Chief Executive, VRA gave an overview of human capital, diversity, and talent management.

The focus of the presentation was on human capital cycle, need to value human capital, and effects of diversity on organisations when embraced or disregarded. Further, she spoke on how to identify, manage, and concluded on the use, benefits and advantages of human capital, diversity, and talent management.

The recommendation was for Internal Auditors to align human capital, diversity, and talent management with organisational strategy in their service delivery.

Internal Auditors as Innovative Business Leaders



The Speaker, Ntangeki Nshala from Tanzania indicated that the success and failures of business rests on leadership. He stressed that the Internal Auditor has an important part to play in the success of our organizations. The presentation focused on the need for Internal Auditors to be courageous, innovative, avoid blaming others for past wrongs. Additionally, Internal Auditors should be strategic and critical thinkers, build team spirit among members, communicate effectively using verbal and written means with Senior Managers (i.e. communicate audit findings and opinions to improve the leadership of the organization), and be seen as professionals with integrity.

Panel Discussion on the topic enhancing the Capacity of Internal Auditors to Fight Fraud and Corruption in Africa





The moderator for this session was Emmanuel Johannes (AFIIA Chairman, Tanzania) and the panelists were Linda Ofori Kwafo (Executive Director, Ghana Integrity Initiative), Ruth Doreen Mutebe (AFIIA Treasurer, Uganda) and Faith Basiye (Advocate, Head Forensic Services, KCB Group, Kenya).

The discussions focused on Internal Auditors' role in fighting fraud and corruption in Africa as well as the extent to which policies and procedures, laws and regulations help Internal Auditors to assist Management to prevent fraud and corruption.



Quality Assessments: The Health Check your Organisation Cannot Afford to Skip



The Speaker, Sally-Ann Pitt (Senior Vice Chair, IIA Global Board, Australia) indicated that quality assessment is one part of the Quality Assessment Improvement Program

(QAIP) and forms part of the audit function in terms of strategy, people and processes. She highlighted the importance of quality assessment and how it is carried out within an internal audit function.

Sally-Ann shared challenges of Internal Auditors that make providing Internal Audit Service harder. She listed some of these as cultural diversity, geographical dispersion, different Legal and regulatory frameworks for those working in different countries, resource constraints, inadequate capacity building and keeping abreast with different emerging risks facing different organisations at different times.

Impact of Macroeconomic and Geopolitical Uncertainties on Organisation



The presentation which was delivered by Professor Godfred Alufar Bokpin (Senior Lecturer, University of Ghana), focused on political landscape and the macroeconomic climate in Ghana, the outlook, global geopolitics and how these can affect Africa as well as emerging policy changes and organisational effectiveness.

The detailed presentation covered Ghana's GDP compared to similar indicators at independence and peer countries (Malaysia and Singapore), pricing developments, costs of borrowing, sources of funding African

development (IMF, World bank, Internal borrowing), significant risks in Africa, major employment sources, and economic challenges and opportunities.challenges and opportunities.

Auditors must speak against illegal mining that can lead to insecurity, unsustainable

environment, and arms conflict, as well as included the need to be vigilant in protecting national and organisational resources, undertake value for money audits and be proactive rather than reactive in the services delivery.

The Role of Internal Audit without compromising the basics of Internal Auditing



The presentation was by Alaba Awolaja (Chief Managing Consultant, GOARISC & Oversight Professional Service Limited, Nigeria). He highlighted on the published 2023 top risks currently faced by institutions according to an internal auditors' survey: Cybersecurity and data security; Human capital, diversity and talent management;

Macroeconomic and geopolitical uncertainty; Changes in laws and regulations; Digital disruption, new technology and AI; Climate change and environmental sustainability; Governance, culture, business continuity, crisis management and disasters response; Supply chain disruptions.

Alaba further threw more light on the following: basics of internal auditing, the role of Internal Auditors and how sustainability through innovation can be achieved (economic management of resources, Respect, Long-term well-being for society and institutions applying novel solutions to create, preserve, enhance, and realize value).

The recommendations to Internal Auditors were to stay true to the basics, navigate current and future complexities and crises, contribute to the achievement of strategies and objectives, not be impediment but catalyst for innovation, and develop new improved audit methodologies.

Leveraging Data Analytics and General Audit Software to Achieve Operational Efficiency



The Speaker was Benjamin Mkwizu (Risk Assurance Associate Director, PWC Tanzania). The main thrusts of the presentation were concept and relevance of data analytics, types of data analytics (descriptive, diagnostic, prescriptive and predictive), what data analytics means for internal auditors, challenges in embracing data analytics and how to deal with them.

The recommendation to Internal Auditors was to leverage on data analytics and technology for risk assessment and audit planning.

Agile Auditing: Are you using it without even knowing?



The presentation was by Maciej Piotunowicz (Head of Internal Audit, Polish Development Bank (BGK) Poland). He defined agile auditing from different sources and explained what it entails, compared agile auditing with traditional auditing, and the wrong perceptions.

The key elements to consider include customer's satisfaction as a priority, embracing change during planning, enhancing cooperation between team and users, delivering value frequently, and driving motivated individuals.

The recommendations to Internal auditors were to embrace change and learn from mistakes, undertake audits within reasonable period and be alert to deadlines, adopt direct

and open communication, adopt continuous auditing concepts, be mindful of adequate documentation of work executed in line with the standards.

Emerging Trends in Internal Auditing – Expectations of Stakeholders



The panelists were Modou Ceesay (Auditor General, The Gambia), Andy Akoto (Partner KPMG Ghana), David Wagacha (TeamMate Solutions, Eastern Africa, Kenya), Rev. Michael Asiedu-Antwi (Partner PwC Ghana). The moderator was Ebenezer Kwadwo Omari-Mireku (IIA Ghana Board Member).

The discussions bothered on how stakeholders view the internal audit function and the activities they perform, key

changes/trends in businesses and steps to address such concerns, activities that enable Internal Auditors meet stakeholder expectations, evolving technical and soft competencies needed to be aligned with Internal Audit stakeholders expectations, how the Internal Auditors will know that stakeholders' expectations are being met and the preparation the Internal Auditors require to understand and respond quickly to the emerging trends.



Internal Auditor were advised to be awake to evolving risks to become relevant, be agile, understand combined assurance, adopt continuous monitoring, develop data analytics skills and artificial intelligence, undertake risk-based auditing, be problem

solvers, and be catalysts for positive change. He advised auditors to be proactive, generate concise reports with visual presentations to communicate effectively, develop negotiation skills and build credibility to manage stakeholders.

The Evolution Of Cyber Threats: Protecting Your Organization



Carl Sackey (CEO of CS Consulting Services, Ghana) spoke on the topic. He defined cyber threat and explained the current and emerging cyber threats.

The presentation further focused on sources of cyber threats. He cited examples and their impact on organisations. These included financial losses, reputational damages, operational disruptions, legal and regulatory sanctions, identity theft, theft of intellectual property and trade secrets, supply chain disruptions and loss of competitive advantage.

The speaker recommended that, organisations implement the following among others to protect themselves: cyber security strategy, IT risk management, business

continuity management in addition to industry-specific best practices through collaboration with external partners.

Impact of Digital Transformation on Internal Auditing



The speaker, Lior Segal (Chief Audit Executive of Bezeq, Israel) in his delivery, explained digital transformation process and highlighted on the key areas for digital

transformation (Process, Business Model, Cultural/Organizational Digital, Domain), managing the risk associated with them, the advantages, and disadvantages.

He explained the need for Internal Auditors to keep abreast with digital transformation and to understand the process, current and emerging risks, acquire strong IT and AI expertise.

Internal Auditors were advised to be relevant in the ongoing remote/hybrid workforce, adjust their practice to the new working environment (i.e. remote auditing, adoption of best and simple tools, use of data analytics and audit management software and AI among others), find innovative ways to add value and prepare for the future.

Impact of High Velocity on Digital Trust



Mark Thomas (President, Escouted Consulting Phoenix, AZ USA) was the

speaker. As part of the presentation, he emphasised on the issue of digital trust, explained how the digital environment is transforming and outlined the reasons for such transformation. The transforming digital environments, he explained, included Cyber threat sophistication, Digital transformation, High velocity IT, Aggressive Compliance requirements, Global disruptions (pandemic) and Environmental, Social and Governance.

Organisations were advised to understand the business and associated digital environment, document interactions with customers, respond to identified risk. implement appropriate digital framework and adopt agile assurance.

Panel Discussion on Innovation and Technology



Christian Asante (Casante Business Systems, Ghana) moderated the session and the panelists were Javier Faleato (Affiliate Relations & Global Advocacy, IIA Global Headquarters, USA), Thomas Kaunda (IIA Zambia) and Lior Segal (Chief Audit Executive of Bezeq, Israel)

The discussions focused on the rapidly changing technological advancements (i.e. automation, artificial intelligence, machine learning, data analytics and big data, blockchain technology, Cybersecurity among others) and how innovation and technology is transforming and impacting internal auditing; the role of internal auditors and how to adapt to the changes including assessing and managing risks arising from emerging technologies.

The panellists recommended collaboration between internal audit and other functions crucial for success including IT departments, cybersecurity teams, and other stakeholders to ensure a proactive and integrated approach to technology-related risks. Internal Auditors were advised to balance embracing innovation and managing the associated risks to ensure that organisations' objectives were achieved; develop relevant skills and competencies to harness the power of data analytics effectively; undertake continuous auditing leveraging on technology and automation to move towards a more real-time auditing; promote diversity and inclusivity to foster a culture of innovation and creativity; and build relationships.

Professional Etiquette



The final delivery for the conference was done by Kwadwo Mpeani Brantuo (Retired Partner of EY, Ghana) on professional etiquette. He discussed ethics and the need for participants to live their lives by ethical standards. He used practical situations and stories to drive down his message.

He indicated that, greed, fear and pressure affect ethics. On this basis, he advised participants to always do the right thing, build positive relationships, sometimes do nothing and stay calm, treat subordinates fairly and be truthful wholly, amongst others.

Throughout the presentation, Mr. Mpeani Brantuo used several quotes and messages and pictures from different sources to

demonstrate the need to live by ethical standards.

ELECTION OF AFIIA GOVERNING COUNCIL MEMBERS



As part of AFIIA Governing Council general meeting held on May 25, 2023, a new set of Governing Council members were elected. The results of the elections for new members were announced by the electoral commissioner, Mr. Eric Yankah (the Past AFIIA Chairman).

Ruth Doreen Mutebe of IIA Uganda and AFIIA Treasurer (from 2021 to 2023) was elected as the Chairperson. Treasurer (from 2021 to 2023) was elected as the Chairperson.



Immediate Past AFIIA Governing Council

THE NEW AFIIA GOVERNING COUNCIL

The entire new AFIIA Governing Council comprised the following:

- | | | |
|------------------------------|---|-------------------------------|
| 1. Ruth Doreen Mutebe | - | Chairperson |
| 2. Thokozile Kuwali | - | Treasurer |
| 3. Thany Kabangu, Congo DRC | - | Central Africa Rep |
| 4. Leonard Okoth Ouma, Kenya | - | East Africa Rep |
| 5. Habib Bchir, Tunisia | - | North Africa Rep |
| 6. Nelly Nsefu, Zambia | - | Southern Africa Rep |
| 7. Harriet Karikari, Ghana | - | West Africa Rep |
| 8. Emmanuel Johannes | - | Immediate Past AFIIA Chairman |

In addition, the following affiliates being the three largest unrepresented Affiliate bodies were allotted slots on the Governing Council:

- IIA South Africa
- IIA Nigeria
- IIA Morocco

The new officers were sworn into office and to take over responsibility for steering the affairs of AFFIA from July 1, 2023 to June 30, 2025.





IIA TANZANIA TO HOST AFIIA 2024



IIA TANZANIA TO HOST AFIIA 2024

IIA Tanzania was handed the symbolic AFIIA hosting mantle by the President of IIA Ghana. To demonstrate their acceptance of the mandate and joy at the opportunity, members of IIA Tanzania, led by the President, happily danced and ascended the dais as they sang Tanzania local songs, and waved the Tanzanian national flag. They also shared souvenirs from Tanzania as a form of advanced welcome to the AFIIA 2023 participants present.



The president of IIA Tanzania in a short address, gave highlights of what to expect in April 2024 and gave their commitment to the planning and execution of the task.

MEDIA COVERAGE

The media partners who covered the AFIIA 2023 included:

- 1) Television: UTV, GBC News, TV3 Network, Metro TV, Joy News, Citi News, Net2 TV, GHOne TV and Onua TV
- 2) Radio: Onua FM, Peace FM, Citi FM, Joy FM, GBC Radio, Adom FM and Starr FM
- 3) Print media: Daily Graphic, Ghanaian Times, Business And Financial Times, Daily Guide, Ghanaian Chronicle and GBC Online

EXHIBITIONS

There were exhibitions from all the major Sponsors of AFIIA 2023 from May 24-26, 2023. The Sponsors were categorized as follows:

Diamond Sponsors:

- Volta River Authority (VRA)
- Ghana Grid Company Limited (GRIDCo)
- Ghana Television (GTV)

Gold Sponsors

- PriceWaterhouseCoopers (PwC)
- Diligent
- Wolters Kluwer

Silver Sponsors

- KPMG
- Ghana Airports Company Limited
- MTN Ghana

Bronze Sponsors

- Ghana Ports & Harbours Limited
- Deloitte
- Evolution Solutions
- Public Utilities & Regulatory Commission

GALA NIGHT

The most entertaining part of the Conference was the GALA Night Dinner and Dance, which was held on Thursday, May 25, 2023.

Participants were treated to contemporary Ghanaian highlife and traditional music and dance.

In attendance was the Ghana Police Service band.

OPTIONAL TOURS

The optional tours organised as part of AFIIA 2023 were:

- A trip to Cape Coast Castle and Kakum Park National Park on May 19, 2023 for IIA Global Team and May 27, 2023 for Conference participants.
- Dodi-Princess II tours to Dodi Island in Akosombo for the IIA Global Team on May 20, 2023. The tour for other members planned for May 27, 2023 was cancelled due to transportation challenges.
- Accra City Tours from May 24-25, 2023.



PICTURE GALLERY







Main Conference











University Conference





Gala Night









APPRECIATION























