

February 2011

# Global Survey on Risk Management and Internal Control

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*Full Survey Results*



**International Federation  
of Accountants**

Professional Accountants in Business Committee  
International Federation of Accountants  
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- promoting the value of professional accountants worldwide; and
- speaking out on public interest issues where the accountancy profession's expertise is most relevant.

This publication was prepared by IFAC's Professional Accountants in Business (PAIB) Committee. The PAIB Committee serves IFAC member bodies and the more than one million professional accountants worldwide who work in commerce, industry, financial services, the public sector, education, and the not-for-profit sector. Its aim is to promote and contribute to the value of professional accountants in business. To achieve this objective, its activities focus on:

- Increasing awareness of the important roles professional accountants play in creating, enabling, preserving, and reporting value for organizations and their stakeholders; and
- Supporting member bodies in enhancing the competence of their members to fulfill those roles. This is achieved by facilitating the communication and sharing of good practices and ideas.

This publication may be downloaded free-of-charge from the IFAC website [www.ifac.org](http://www.ifac.org). The approved text is published in the English language.

If you have any queries, suggestions or comments about this information paper, please contact Vincent Tophoff at IFAC by email at [vincenttophoff@ifac.org](mailto:vincenttophoff@ifac.org).

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ISBN: 978-1-60815-581-1

## Full Survey Results

*Note, for increased readability, the percentages in this report are in round numbers. As a result, some percentages or graphs might have small rounding errors.*

### Section 1: Classification

1.1 **Please provide the following information. This information will be kept strictly confidential and no responses will be attributable to any individual or organization.**

Your name (not required): \_\_\_\_\_

Your role and (job) title (not required): \_\_\_\_\_

Your email address (not required): \_\_\_\_\_

The survey asked the respondents in question 1.1 to indicate the role they play in their organization. The following table provides an overview of the roles / job titles of the respondents who answered this question.

<b>Roles / job titles of respondents</b>	<b>Count</b>	<b>Pct</b>
Risk & compliance manager	108	29%
CFO/ Controller	68	18%
Internal auditor	60	16%
General manager	46	12%
External accountant	33	9%
Academic	16	4%
Board member	14	4%
Consultant	14	4%
Other	7	2%
Staff member professional body	6	2%
<b>Totals</b>	<b>372</b>	<b>100%</b>

## 1.2 For which country or jurisdiction<sup>1</sup> are your answers applicable?

The responses came from the following countries or jurisdictions (the highlighted responses >2.50% have been individually included in the analysis).

Sorted per # of responses		
Response	Count	Percent
United States (US)	108	18.40%
Australia (AUS)	86	14.70%
Netherlands (NL)	34	5.80%
United Kingdom (UK)	31	5.30%
India (IN)	29	4.90%
Canada (CA)	25	4.30%
Hong Kong (HK)	18	3.10%
International perspective (INT)	17	2.90%
South Africa (ZA)	16	2.70%
Nigeria	14	2.40%
Mexico	13	2.20%
Singapore	11	1.90%
Kenya	10	1.70%
Poland	10	1.70%
Switzerland	10	1.70%
Pakistan	7	1.20%
Tunisia	7	1.20%
China	6	1.00%
Ethiopia	6	1.00%
Saudi Arabia	6	1.00%
Colombia	5	0.90%
Ghana	5	0.90%
Italy	5	0.90%
Japan	5	0.90%
Malaysia	5	0.90%
Zambia	5	0.90%
Germany	4	0.70%

Alphabetically sorted		
Response	Count	Percent
Argentina	2	0.30%
Armenia	2	0.30%
Australia	86	14.70%
Austria	1	0.20%
Azerbaijan	1	0.20%
Bahrain	1	0.20%
Bangladesh	3	0.50%
Belgium	2	0.30%
Bosnia and Herzegovina	2	0.30%
Botswana	3	0.50%
Brazil	2	0.30%
Canada	25	4.30%
China	6	1.00%
Colombia	5	0.90%
Denmark	1	0.20%
Dominican Republic	1	0.20%
Ecuador	1	0.20%
Egypt	2	0.30%
Ethiopia	6	1.00%
Germany	4	0.70%
Ghana	5	0.90%
Greece	1	0.20%
Guatemala	2	0.30%
Honduras	1	0.20%
Hong Kong	18	3.10%
Hungary	1	0.20%
Iceland	1	0.20%

<sup>1</sup> Where we say “country” throughout this survey, we mean “country or jurisdiction.”

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<b>Sorted per # of responses</b>		
<b>Response</b>	<b>Count</b>	<b>Percent</b>
Philippines	4	0.70%
Romania	4	0.70%
Spain	4	0.70%
Bangladesh	3	0.50%
Botswana	3	0.50%
Indonesia	3	0.50%
New Zealand	3	0.50%
Russian Federation	3	0.50%
Uzbekistan	3	0.50%
Other (please specify)	3	0.50%
Argentina	2	0.30%
Armenia	2	0.30%
Belgium	2	0.30%
Bosnia and Herzegovina	2	0.30%
Brazil	2	0.30%
Egypt	2	0.30%
Guatemala	2	0.30%
Norway	2	0.30%
Portugal	2	0.30%
Sudan	2	0.30%
Tanzania	2	0.30%
United Arab Emirates	2	0.30%
Viet Nam	2	0.30%
Austria	1	0.20%
Azerbaijan	1	0.20%
Bahrain	1	0.20%
Denmark	1	0.20%
Dominican Republic	1	0.20%
Ecuador	1	0.20%
Greece	1	0.20%
Honduras	1	0.20%

<b>Alphabetically sorted</b>		
<b>Response</b>	<b>Count</b>	<b>Percent</b>
India	29	4.90%
Indonesia	3	0.50%
Iran (Islamic Republic of)	1	0.20%
Ireland	1	0.20%
Italy	5	0.90%
Japan	5	0.90%
Jordan	1	0.20%
Kazakhstan	1	0.20%
Kenya	10	1.70%
Luxembourg	1	0.20%
Malaysia	5	0.90%
Maldives	1	0.20%
Mauritius	1	0.20%
Mexico	13	2.20%
Namibia	1	0.20%
Nepal	1	0.20%
Netherlands	34	5.80%
New Zealand	3	0.50%
Nigeria	14	2.40%
Norway	2	0.30%
Oman	1	0.20%
Pakistan	7	1.20%
Peru	1	0.20%
Philippines	4	0.70%
Poland	10	1.70%
Portugal	2	0.30%
Romania	4	0.70%
Russian Federation	3	0.50%
Saudi Arabia	6	1.00%
Singapore	11	1.90%
Slovenia	1	0.20%

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<b>Sorted per # of responses</b>		
<b>Response</b>	<b>Count</b>	<b>Percent</b>
Hungary	1	0.20%
Iceland	1	0.20%
Iran (Islamic Republic of)	1	0.20%
Ireland	1	0.20%
Jordan	1	0.20%
Kazakhstan	1	0.20%
Luxembourg	1	0.20%
Maldives	1	0.20%
Mauritius	1	0.20%
Namibia	1	0.20%
Nepal	1	0.20%
Oman	1	0.20%
Peru	1	0.20%
Slovenia	1	0.20%
Sri Lanka	1	0.20%
Swaziland	1	0.20%
Sweden	1	0.20%
Thailand	1	0.20%
Turkey	1	0.20%
Uganda	1	0.20%
Uruguay	1	0.20%
<b>Totals</b>	<b>586</b>	

<b>Alphabetically sorted</b>		
<b>Response</b>	<b>Count</b>	<b>Percent</b>
South Africa	16	2.70%
Spain	4	0.70%
Sri Lanka	1	0.20%
Sudan	2	0.30%
Swaziland	1	0.20%
Sweden	1	0.20%
Switzerland	10	1.70%
Tanzania	2	0.30%
Thailand	1	0.20%
Tunisia	7	1.20%
Turkey	1	0.20%
Uganda	1	0.20%
United Arab Emirates	2	0.30%
United Kingdom	31	5.30%
United States	108	18.40%
Uruguay	1	0.20%
Uzbekistan	3	0.50%
Viet Nam	2	0.30%
Zambia	5	0.90%
International perspective	17	2.90%
Other (please specify)	3	0.50%
<b>Totals</b>	<b>586</b>	

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**1.3 For what type of organization are your answers applicable?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Financial services organization (listed or unlisted)	146	25%
Non-financial services listed company	105	18%
Non-financial services unlisted company	89	15%
Public sector organization / government	117	20%
Not-for-profit organization	46	8%
I cannot answer for a specific organization	28	5%
Other (please specify)	55	9%

**1.4 How big is your organization?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Micro (< 10 employees)	42	7%
Small or medium-sized (10-250 employees)	111	19%
Large (> 250 employees)	192	33%
Very large (multinational)	214	37%
Not applicable	27	5%

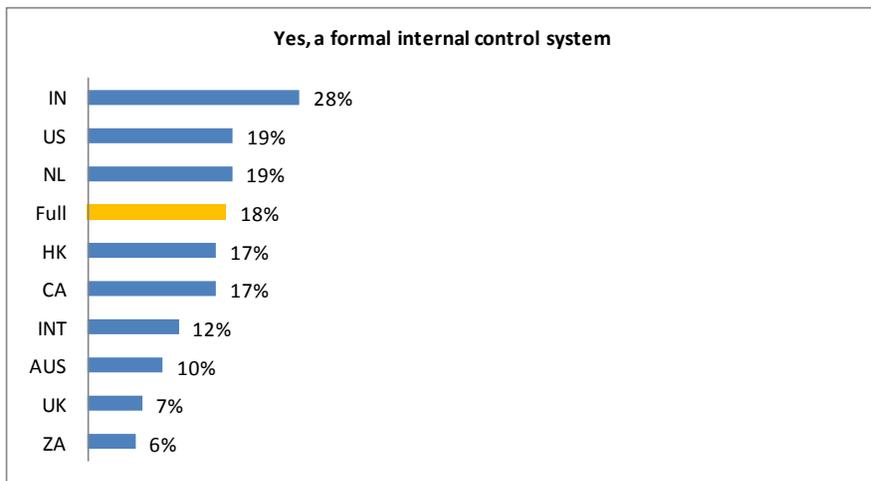
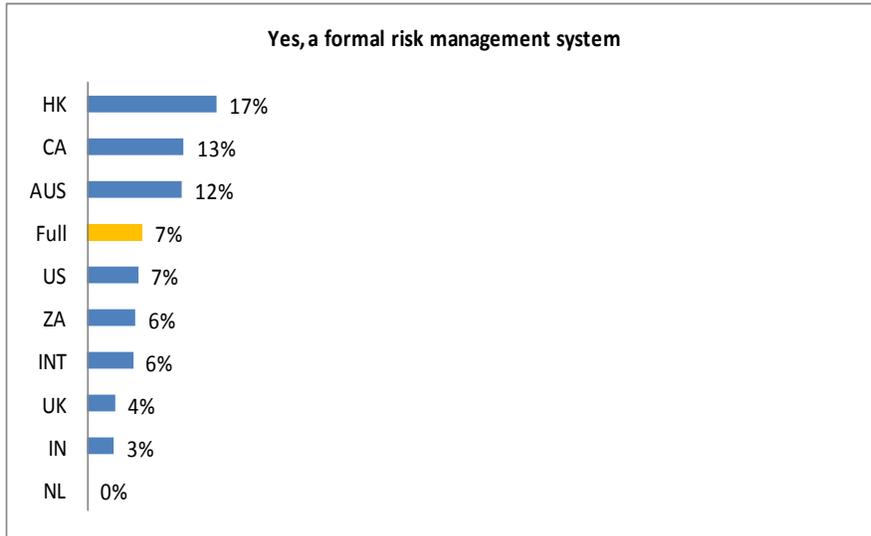
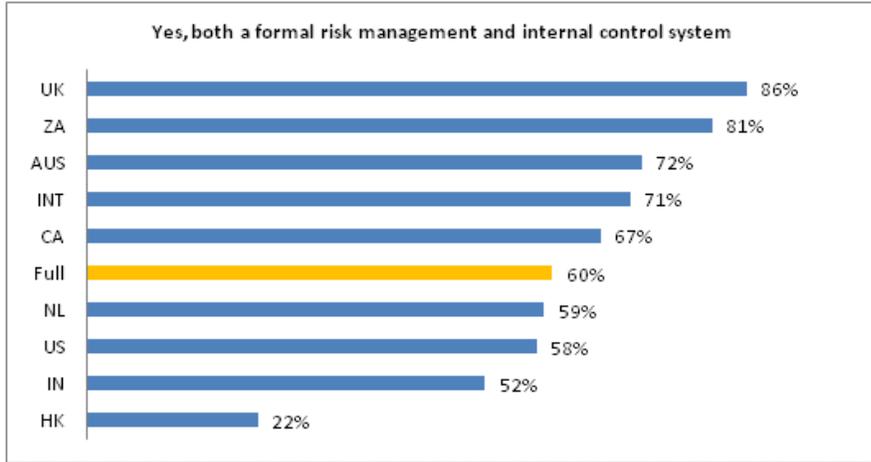
**1.5 What geographical orientation does your organization have?**

<b>Response</b>	<b>Count</b>	<b>Percent</b>
Local orientation	107	18%
National orientation	191	33%
Multinational orientation	265	45%
Not applicable	23	4%

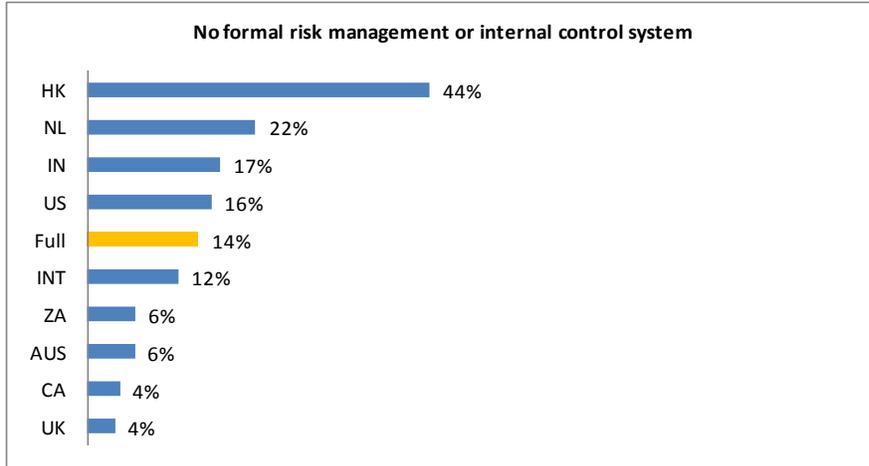
## Section 2: Risk Management and Internal Control Systems

### 2.1 Does your organization have a formal system of risk management and/or internal control?

From a country/jurisdiction perspective:

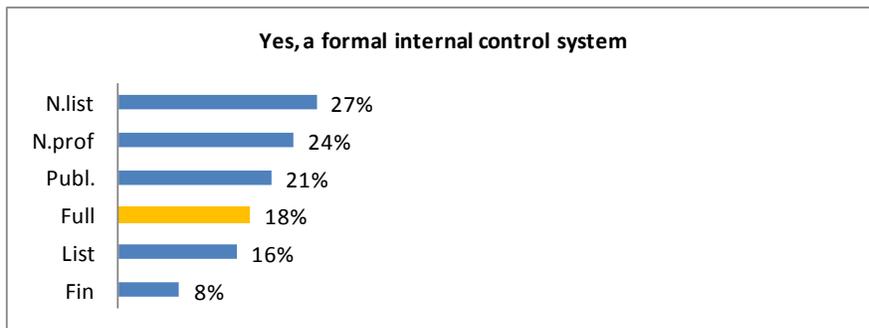
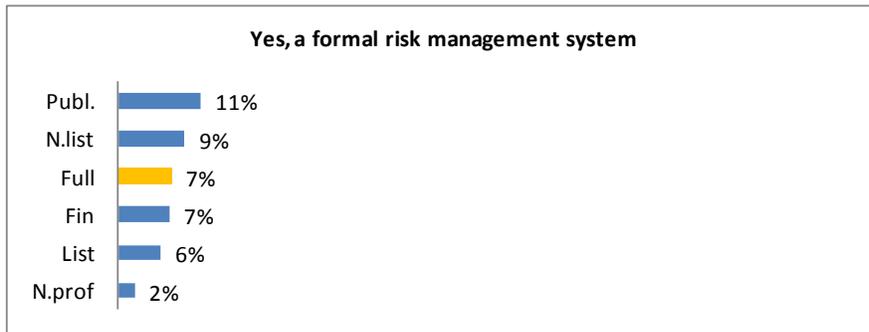
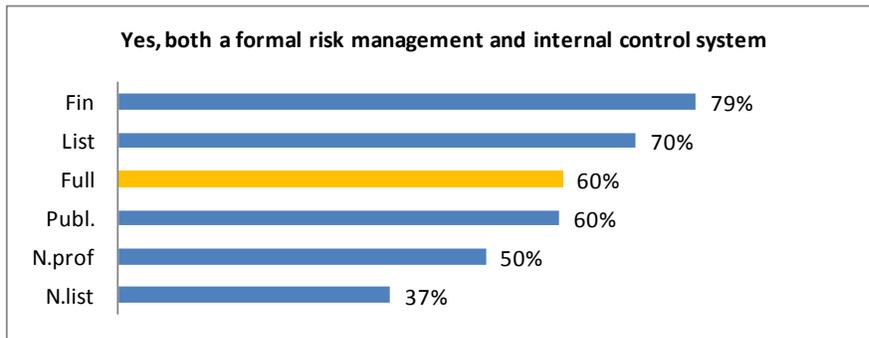


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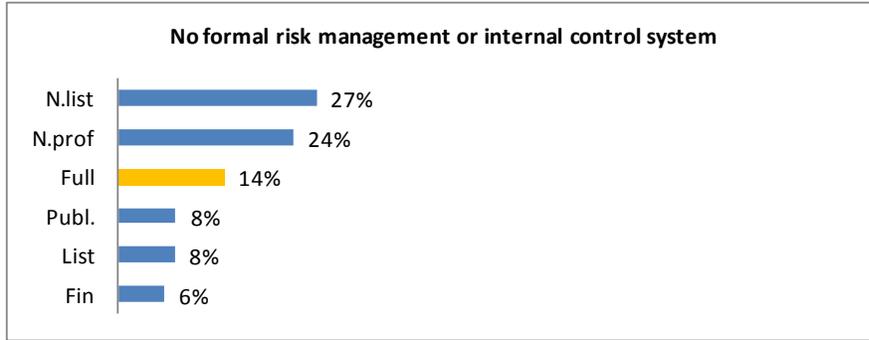


**2.1 Does your organization have a formal system of risk management and/or internal control?**

**From a type of organization perspective:**

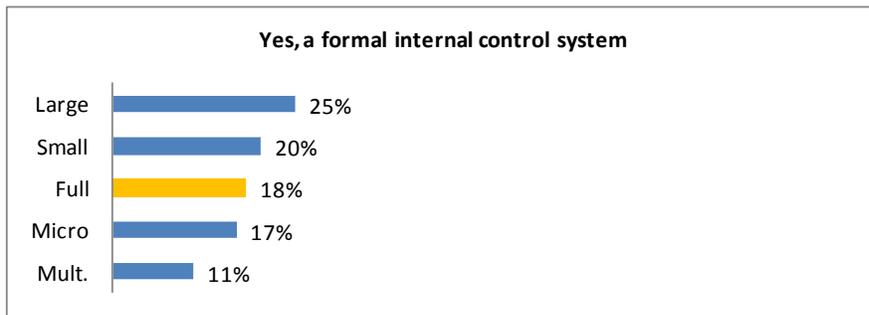
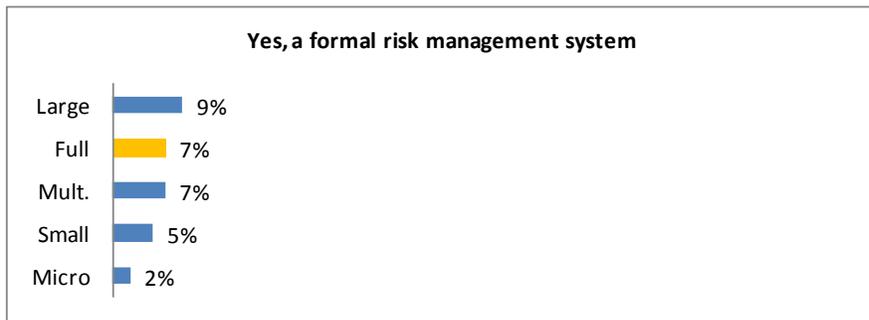
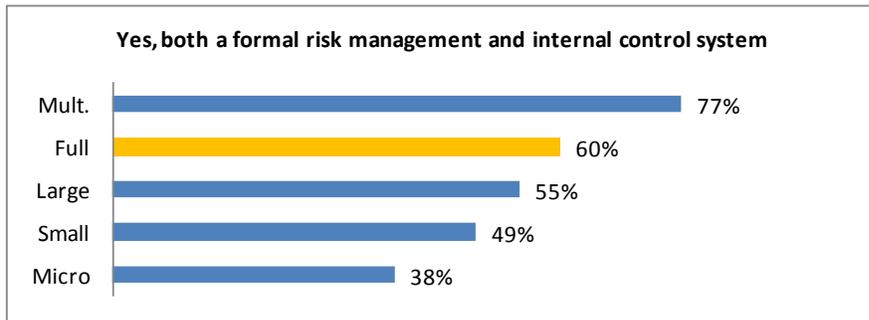


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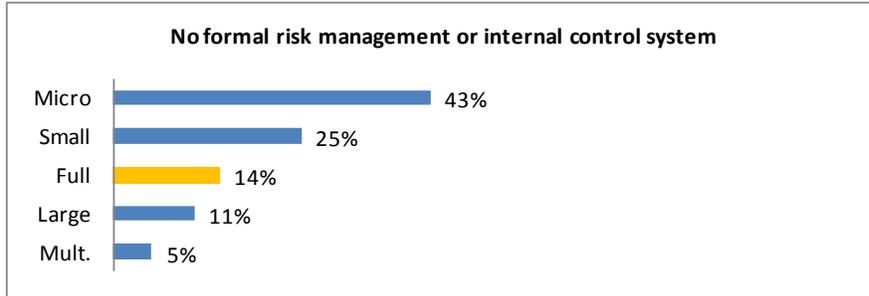


**2.1 Does your organization have a formal system of risk management and/or internal control?**

**Based on the size of the respondent's organization:**

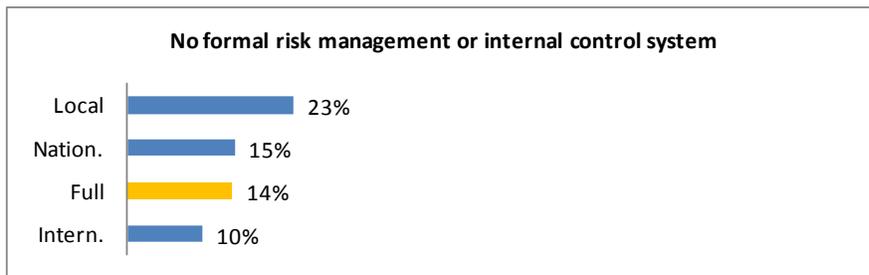
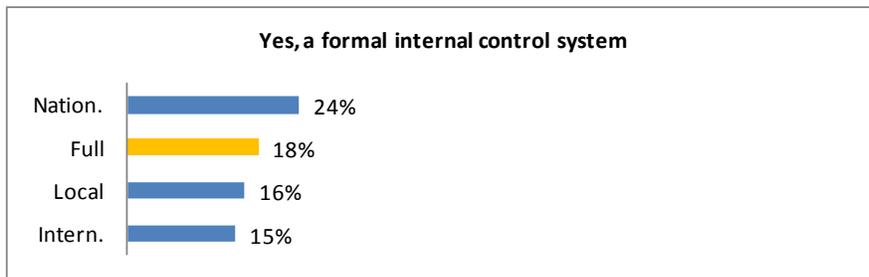
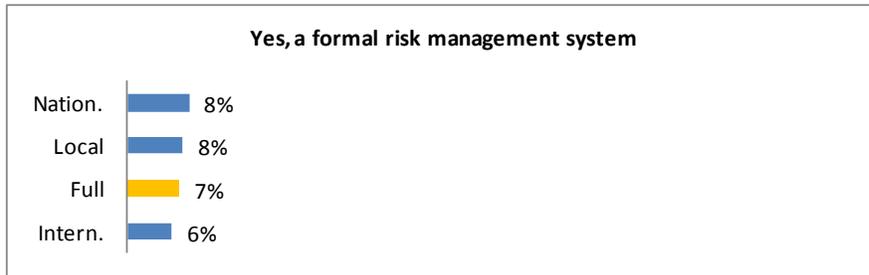
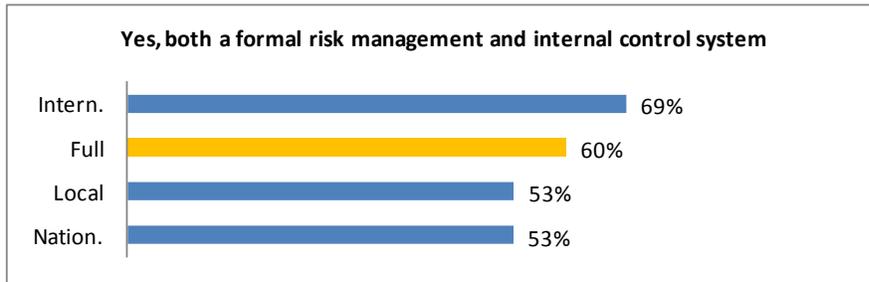


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**2.1 Does your organization have a formal system of risk management and/or internal control?**

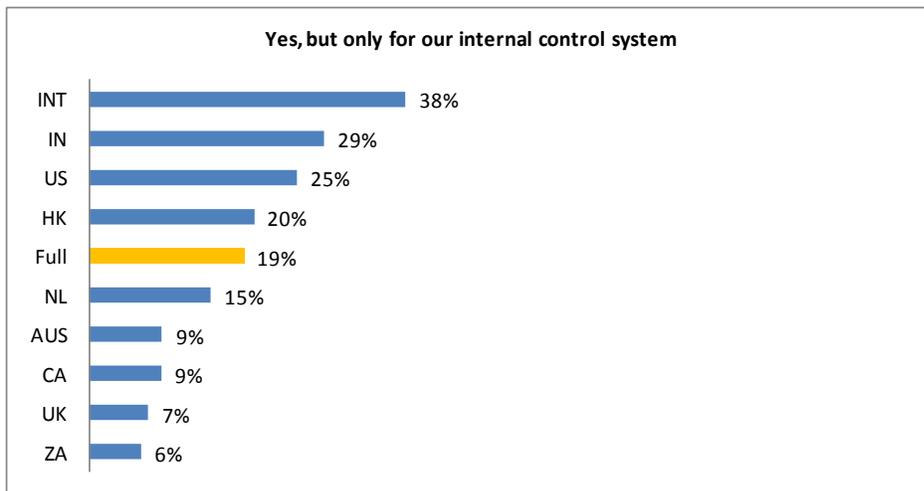
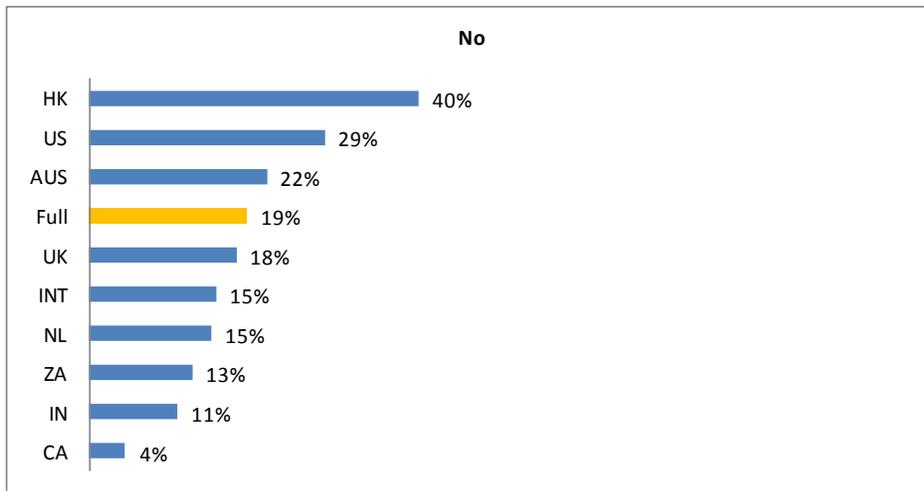
**Based on the geographical orientation of the respondent's organization:**



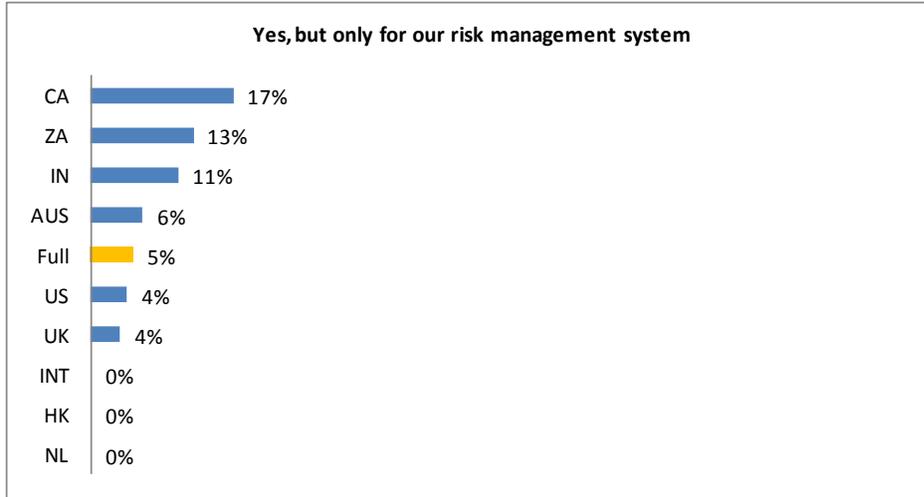
**2.1 a) Please provide additional information to better understand your assessment**

2.2 Is your organization required—for example as part of a governance code, listing rules, sector regulation or via other provisions—to have a formal risk management and/or internal control system?

From a country/jurisdiction perspective:

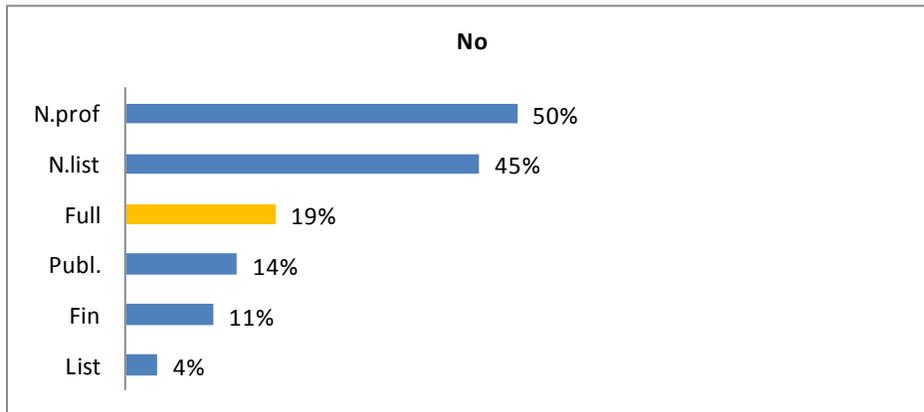
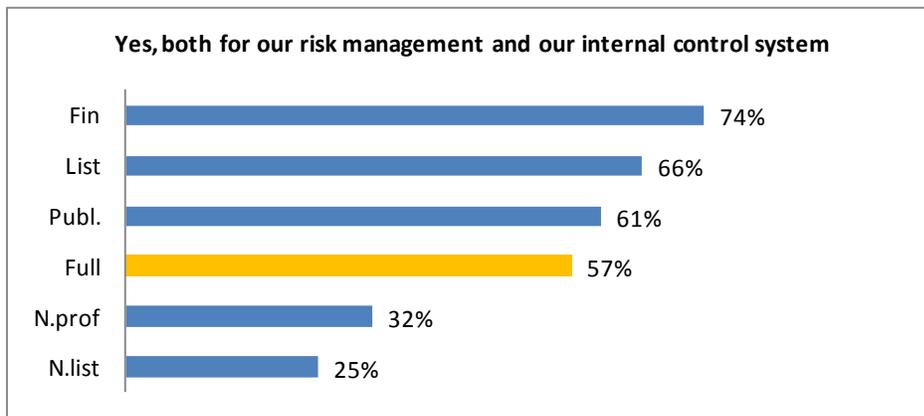


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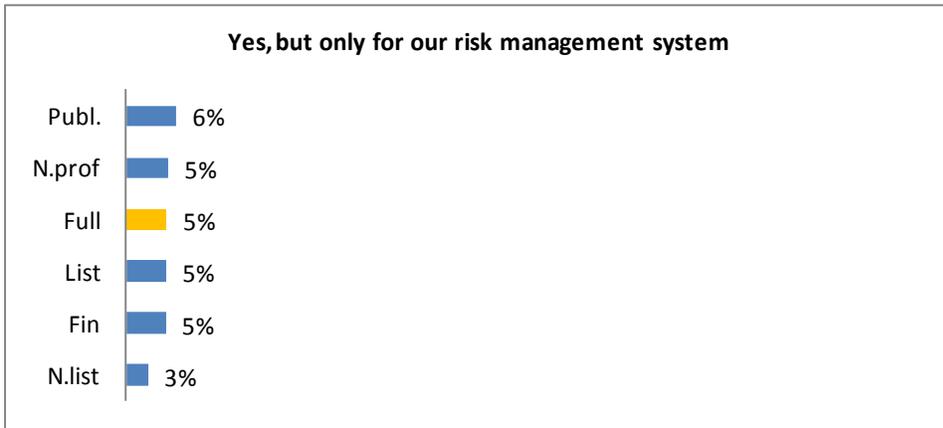
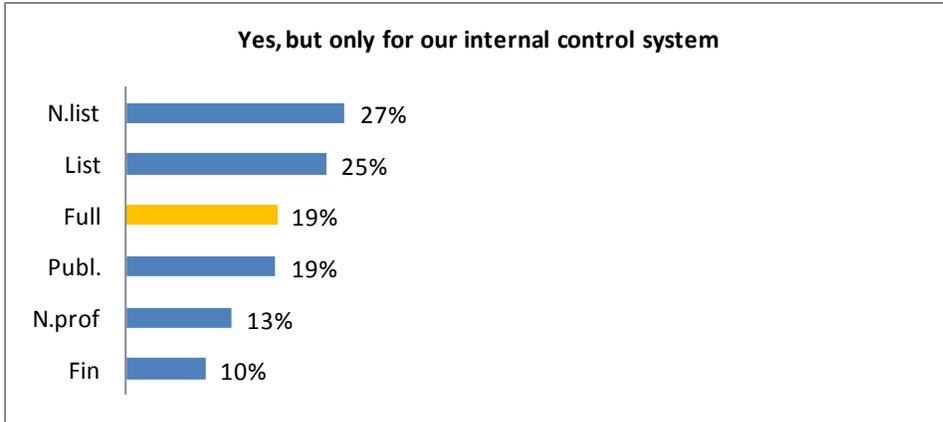


**2.2 Is your organization required—for example as part of a governance code, listing rules, sector regulation or via other provisions—to have a formal risk management and/or internal control system?**

**From a type of organization perspective:**

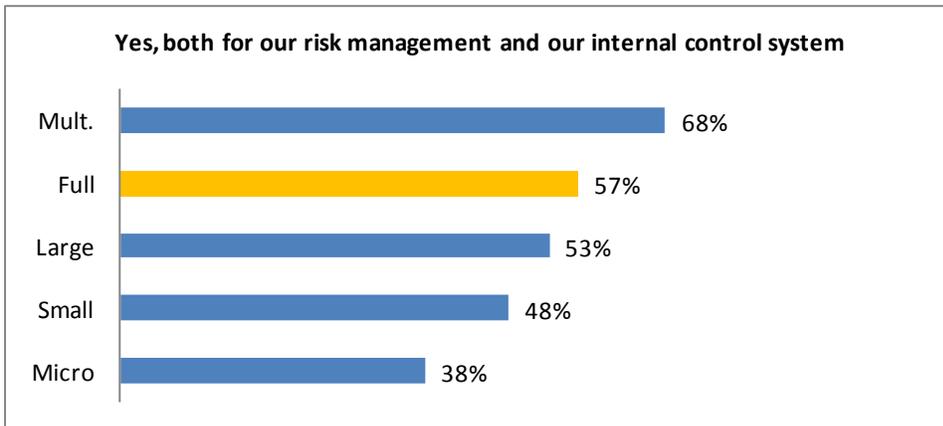


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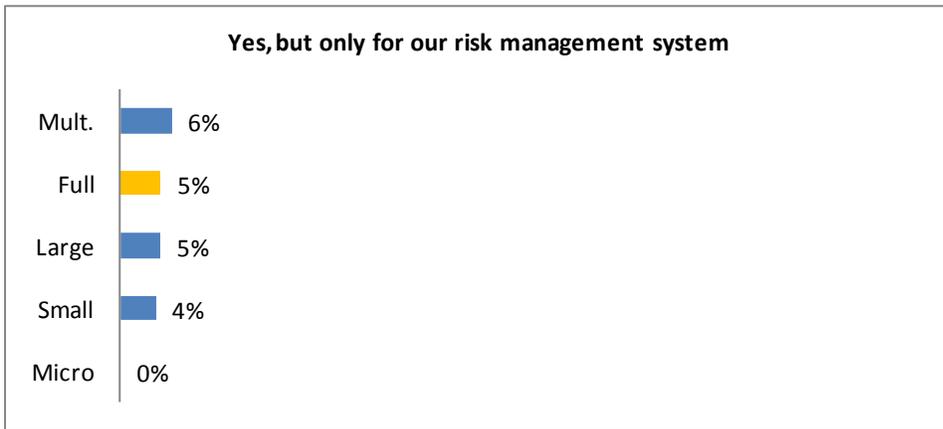
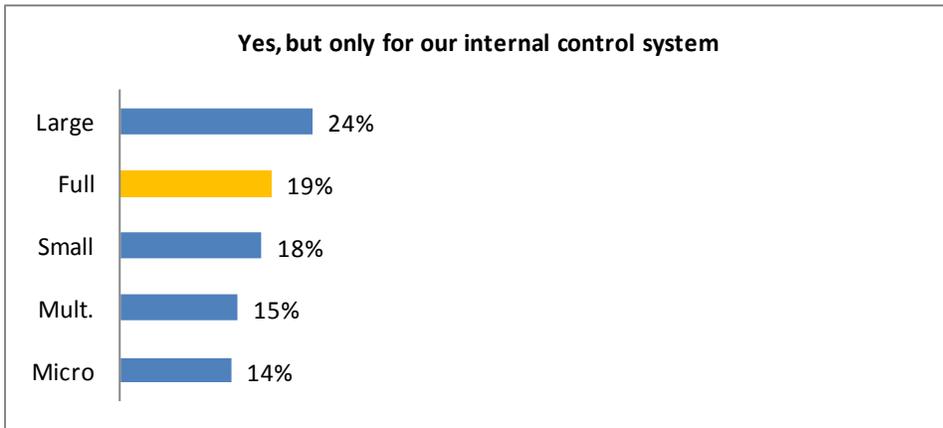
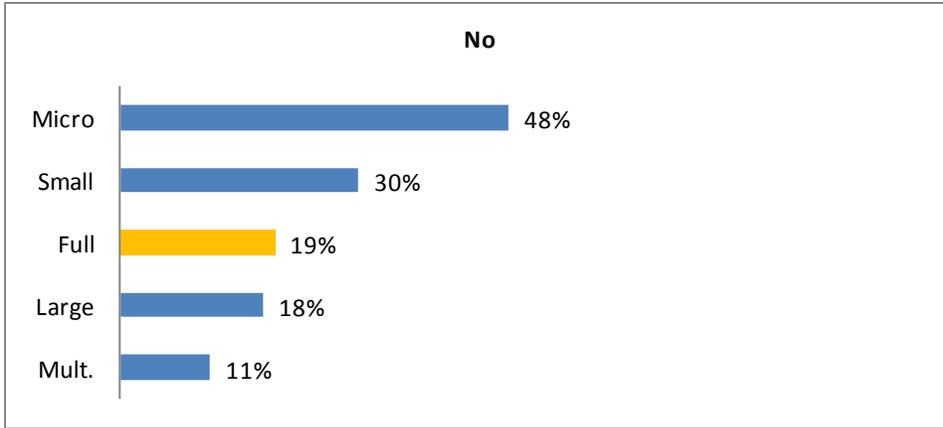


2.2 **Is your organization required—for example as part of a governance code, listing rules, sector regulation or via other provisions—to have a formal risk management and/or internal control system?**

**Based on the size of the respondent's organization:**

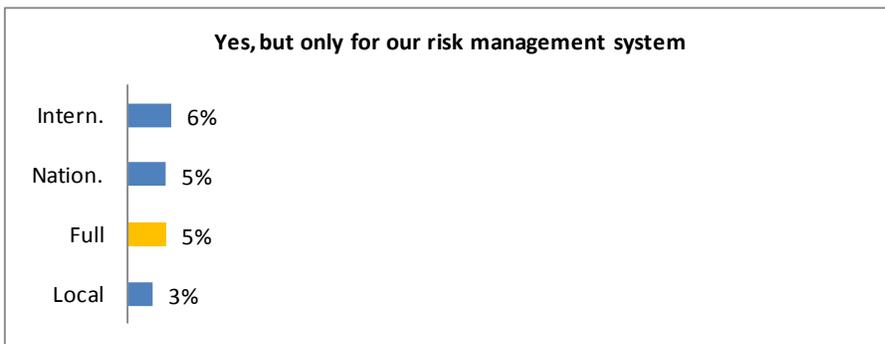
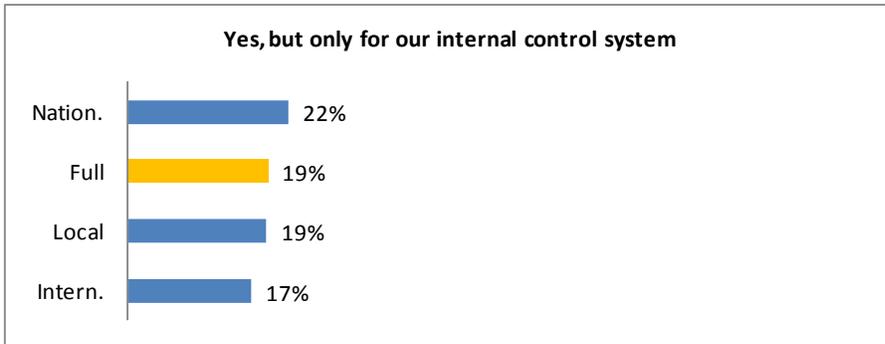
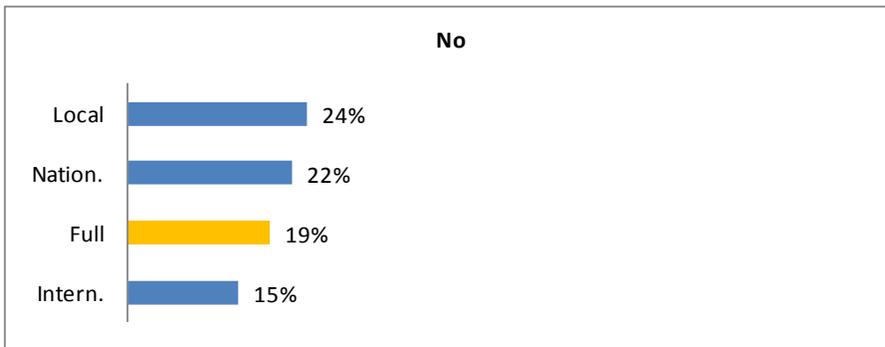
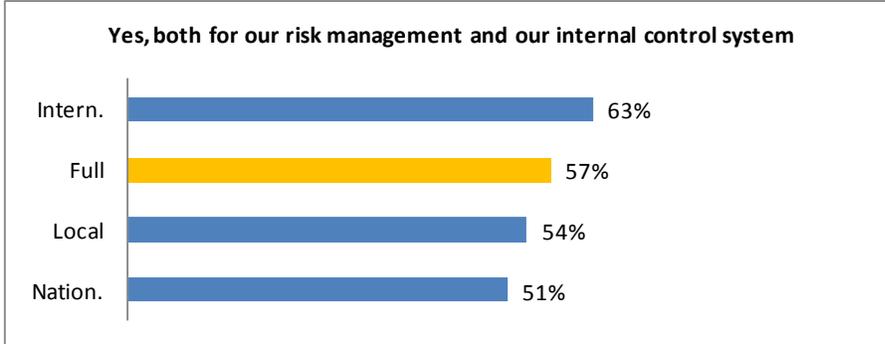


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**2.2 Is your organization required—for example as part of a governance code, listing rules, sector regulation or via other provisions—to have a formal risk management and/or internal control system?**

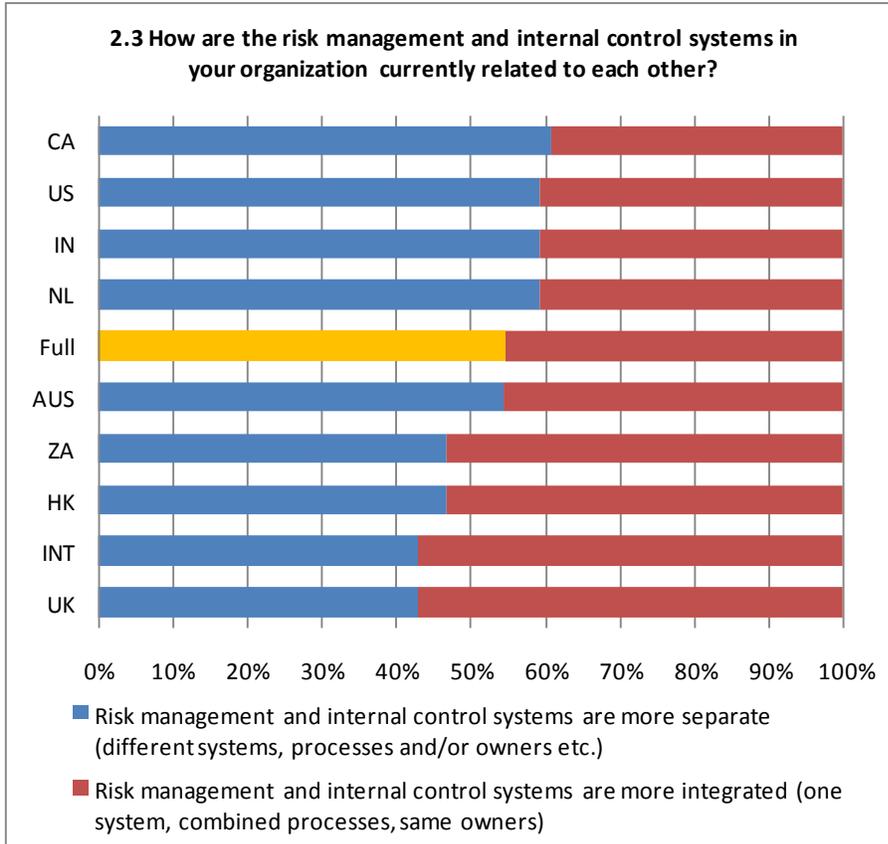
**Based on the geographical orientation of the respondent’s organization:**



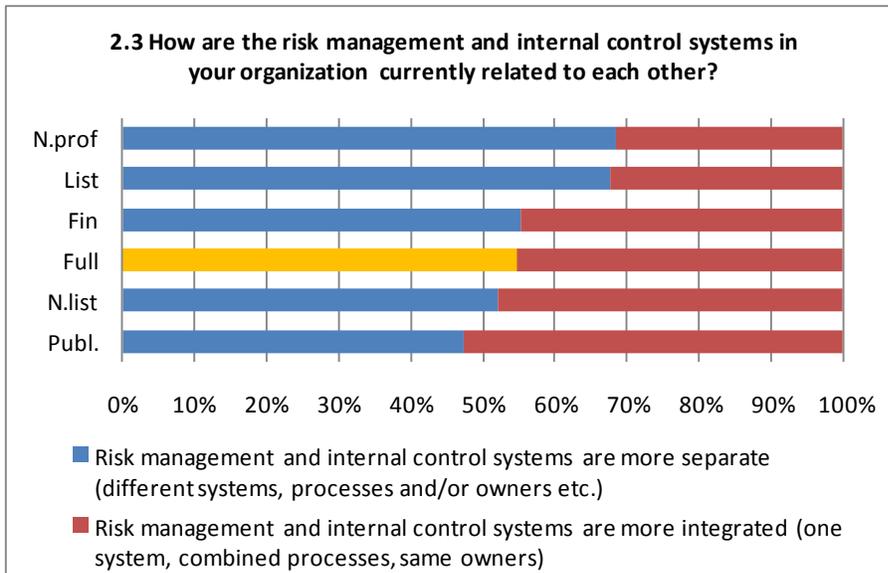
**2.2 a) Please provide additional information on the requirement**

2.3 How are the risk management and internal control systems in your organization currently related to each other?

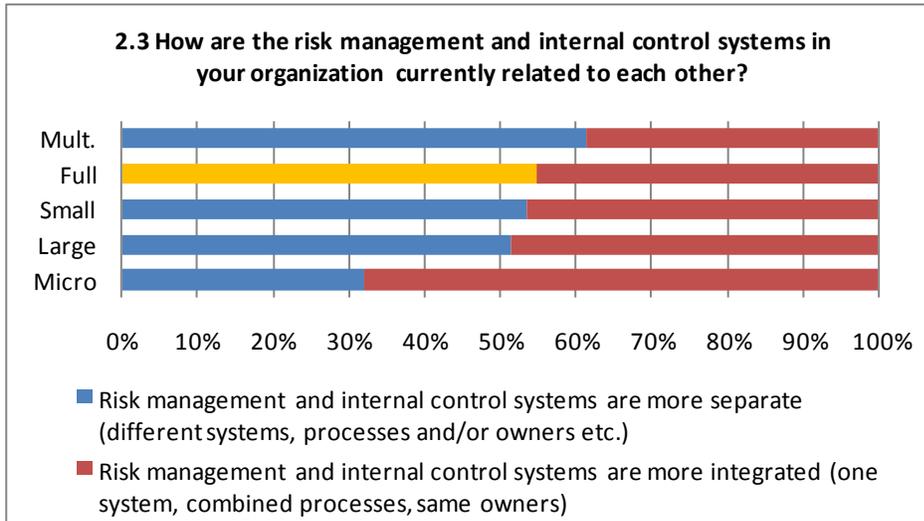
From a country/jurisdiction perspective:



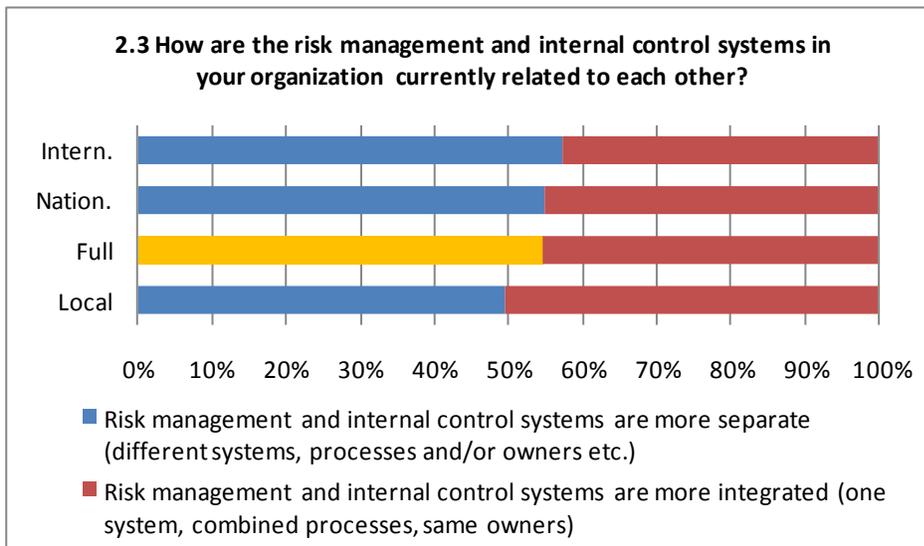
From a type of organization perspective:



**Based on the size of the respondent's organization:**



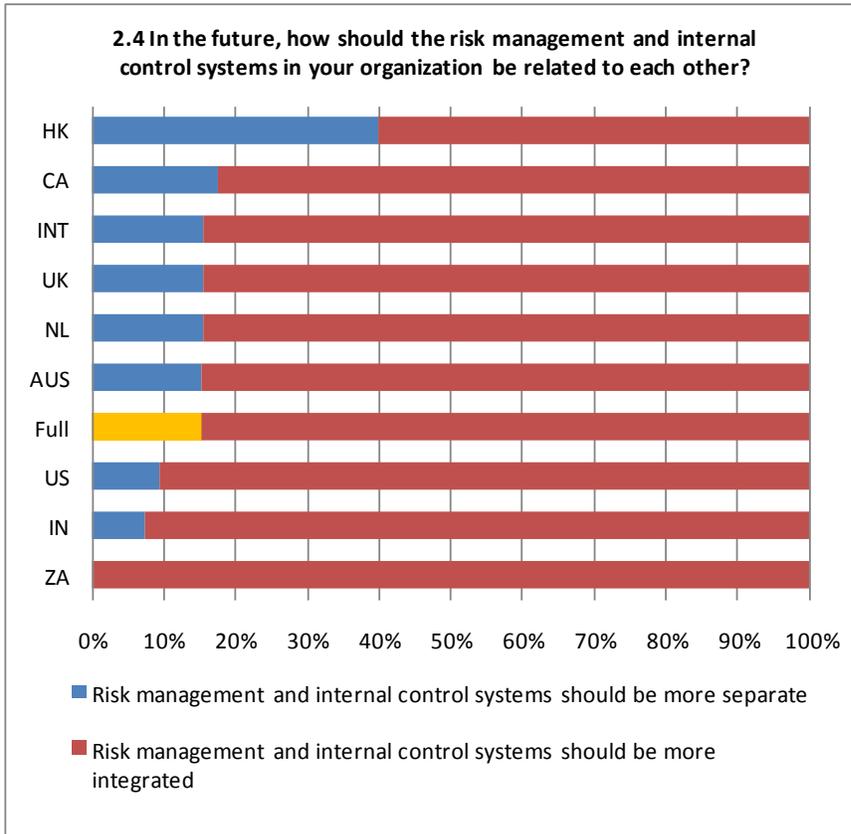
**Based on the geographical orientation of the respondent's organization:**



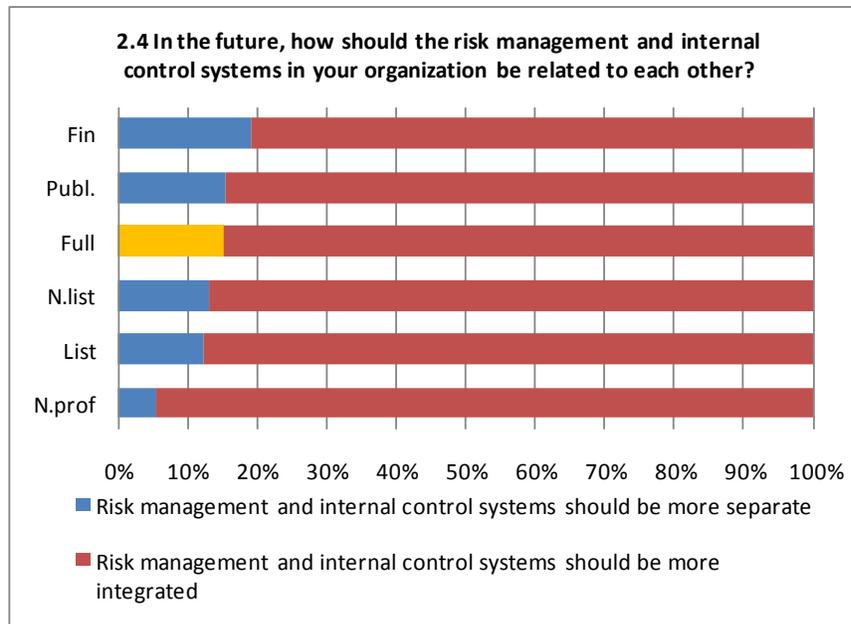
2.3 a) **Please provide additional information to better understand your assessment**

2.4 In the future, how should the risk management and internal control systems in your organization be related to each other?

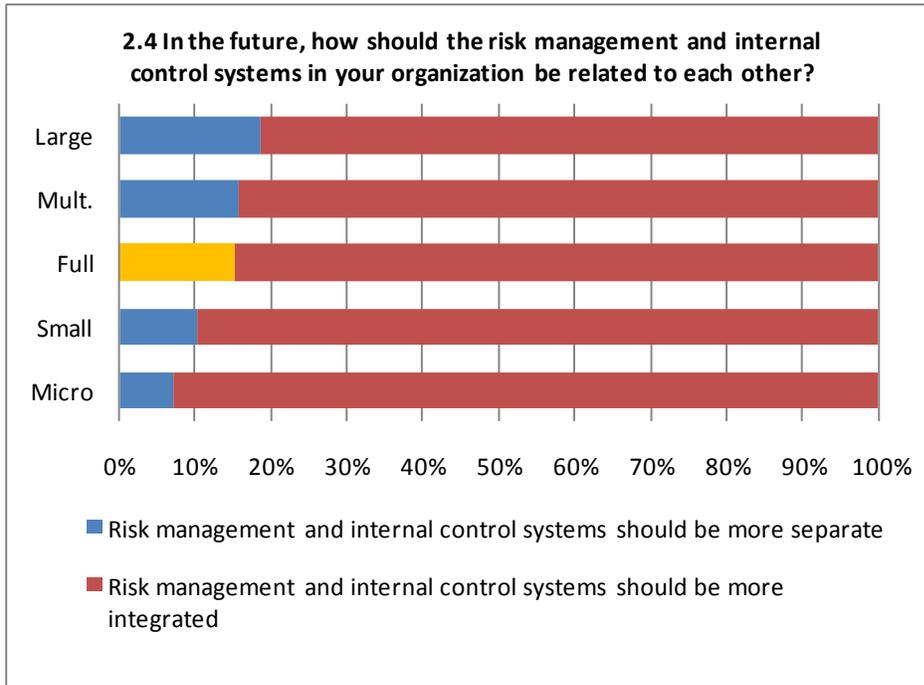
From a country/jurisdiction perspective:



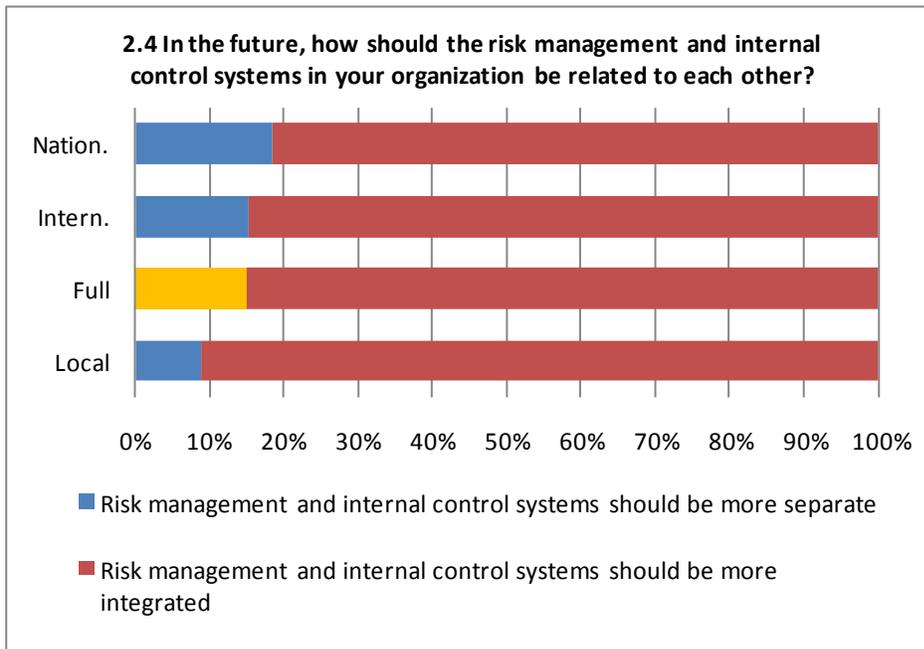
From a type of organization perspective:



**Based on the size of the respondent's organization:**

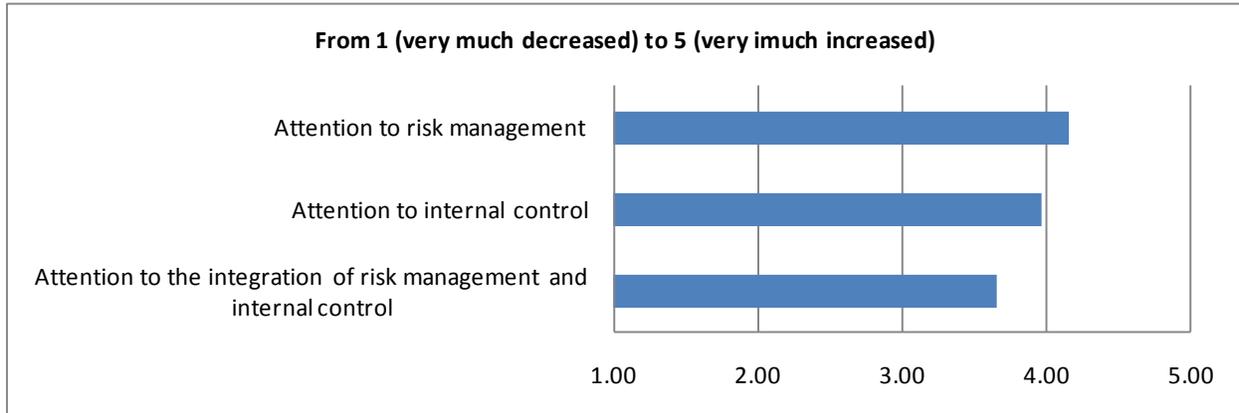


**Based on the geographical orientation of the respondent's organization:**



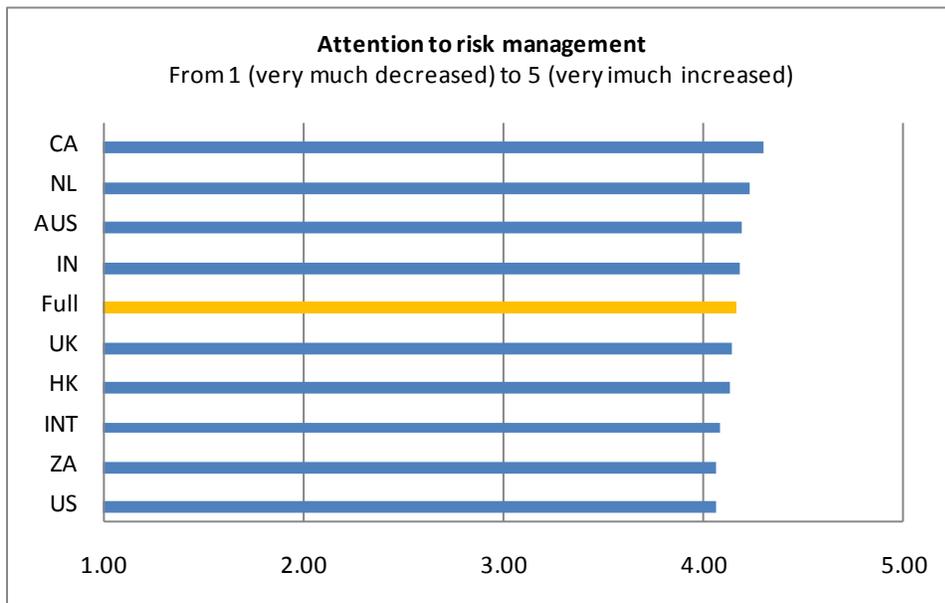
2.4 a) **Please provide additional information to better understand your assessment**

**2.5 Compared to two years ago, has the attention to risk management and/or internal control, as well as the attention to their integration, increased or decreased in your organization?**

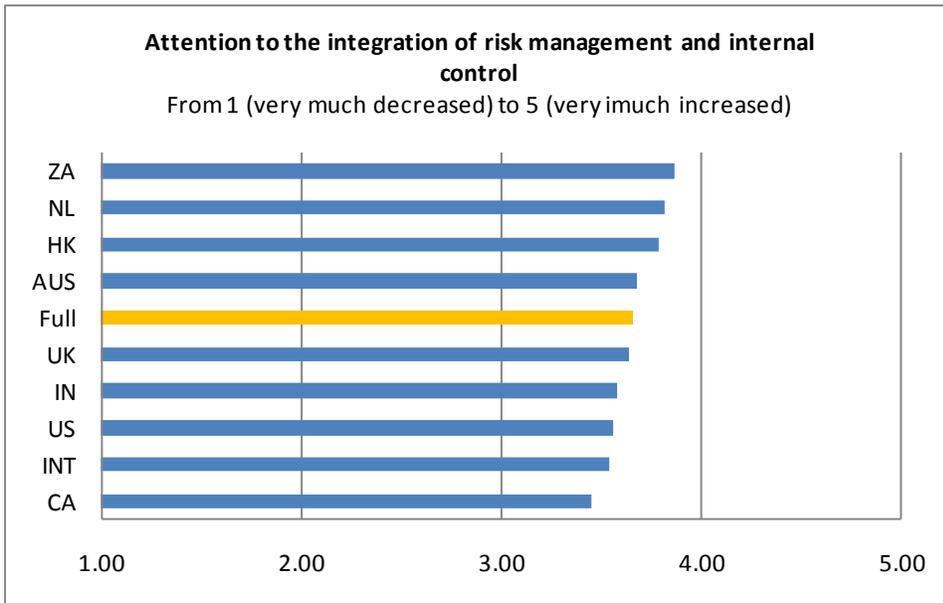
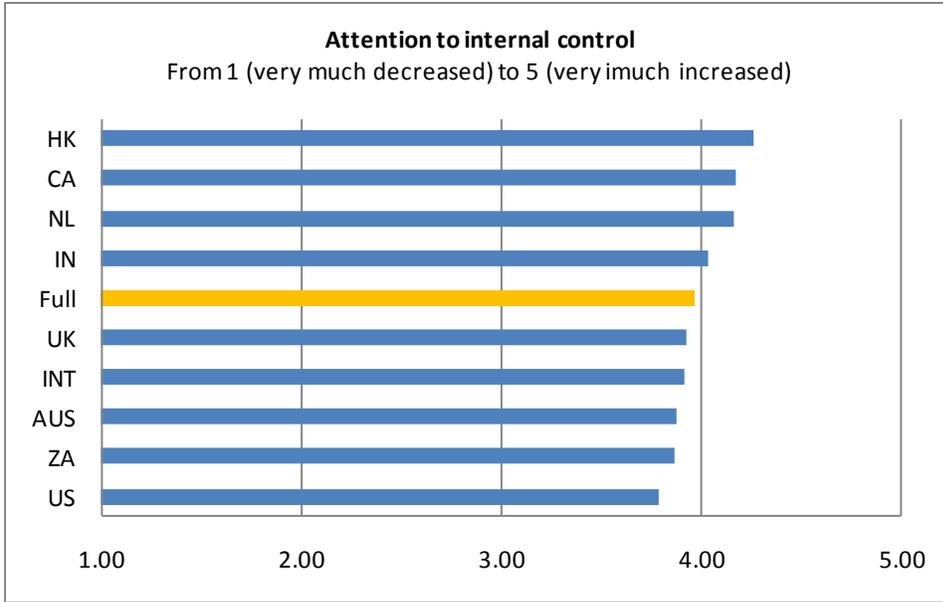


**2.5 Compared to two years ago, has the attention to risk management and/or internal control, as well as the attention to their integration, increased or decreased in your organization?**

**From a country/jurisdiction perspective:**

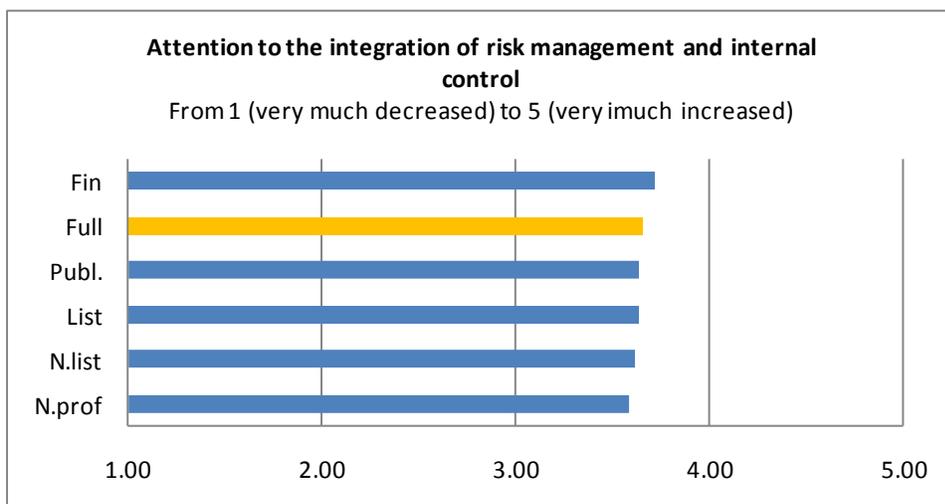
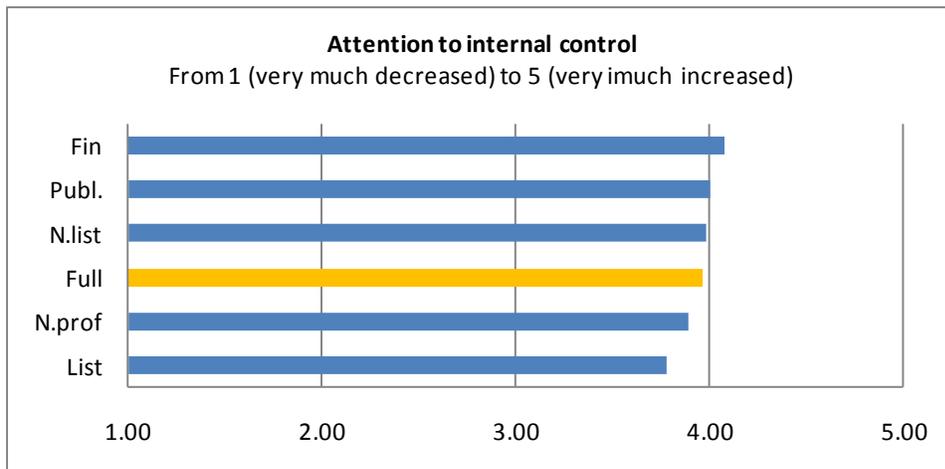
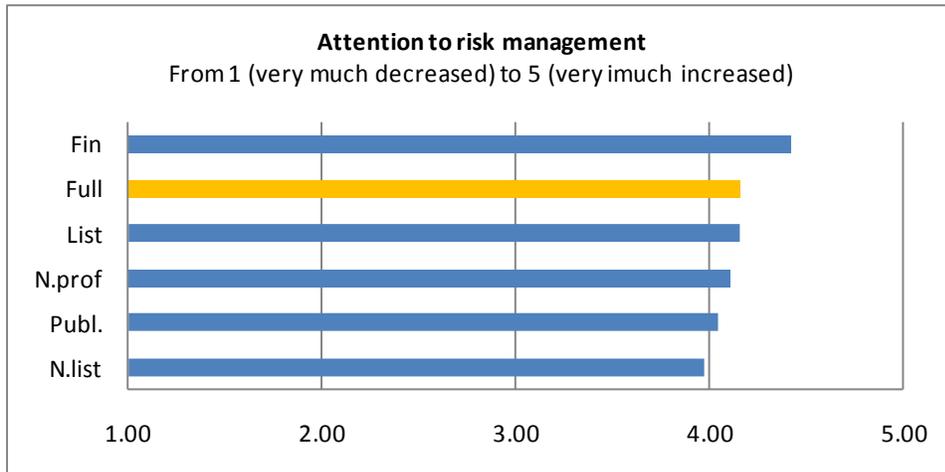


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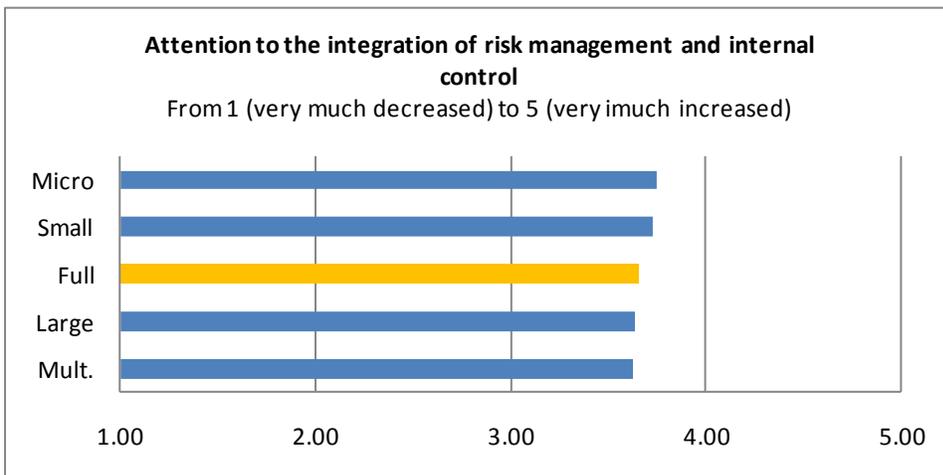
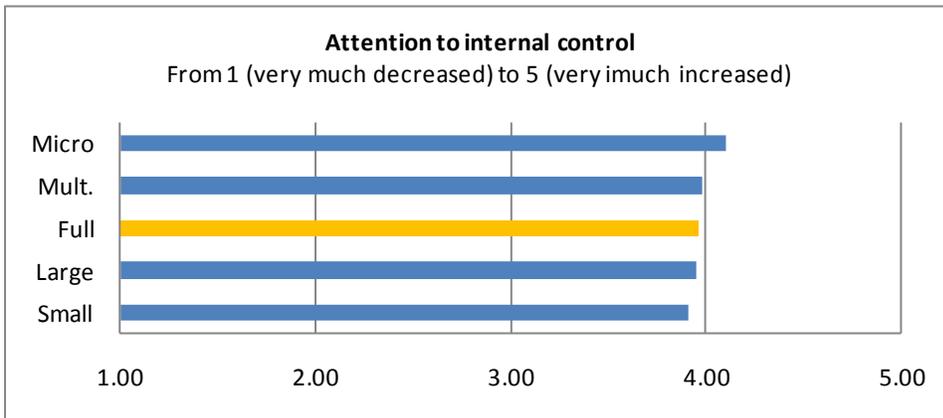
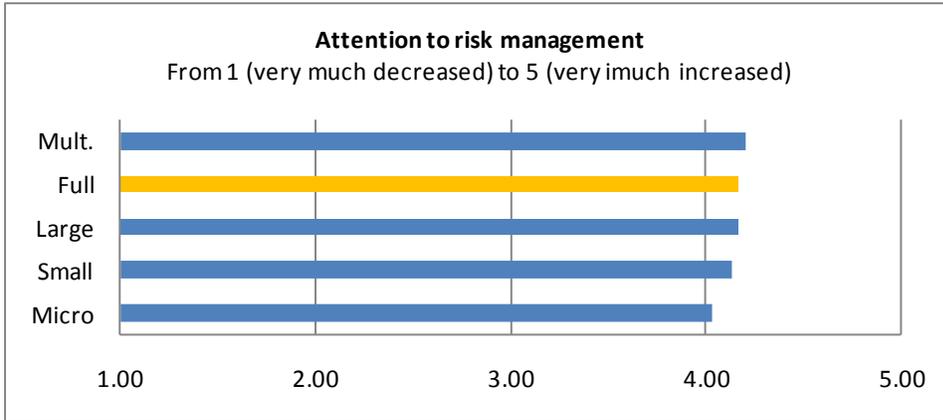
2.5 Compared to two years ago, has the attention to risk management and/or internal control, as well as the attention to their integration, increased or decreased in your organization?

From a type of organization perspective:



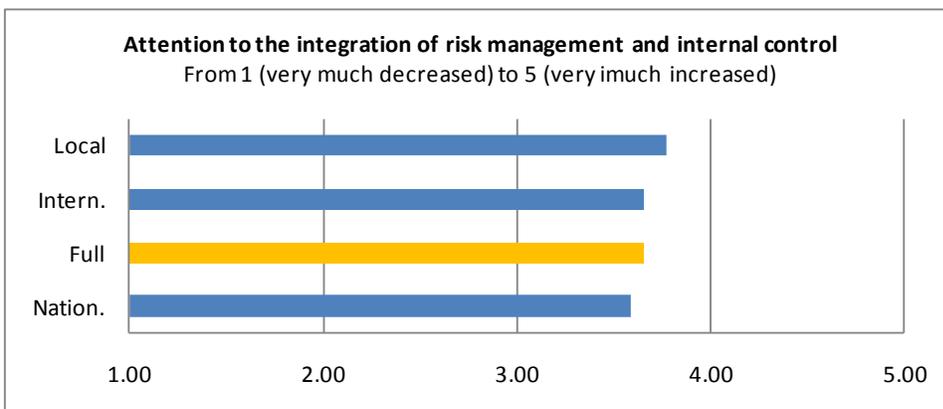
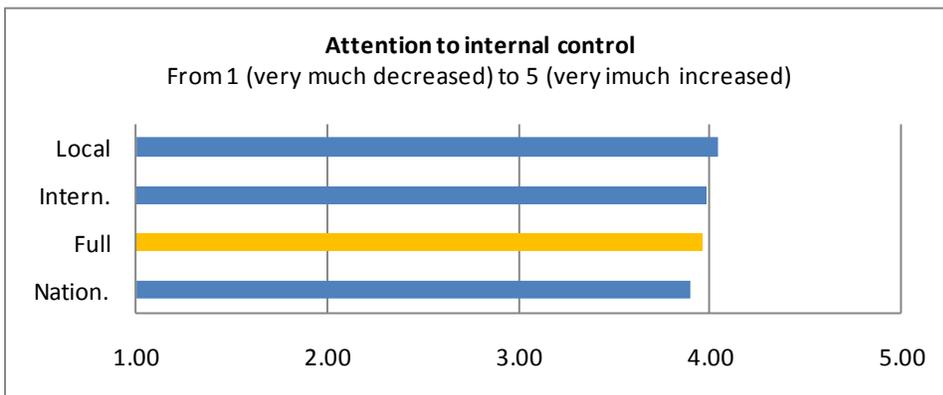
2.5 Compared to two years ago, has the attention to risk management and/or internal control, as well as the attention to their integration, increased or decreased in your organization?

Based on the size of the respondent's organization:



**2.5 Compared to two years ago, has the attention to risk management and/or internal control, as well as the attention to their integration, increased or decreased in your organization?**

**Based on the geographical orientation of the respondent's organization:**



**2.5 a) What are the reasons / causes for this increased or decreased attention?**

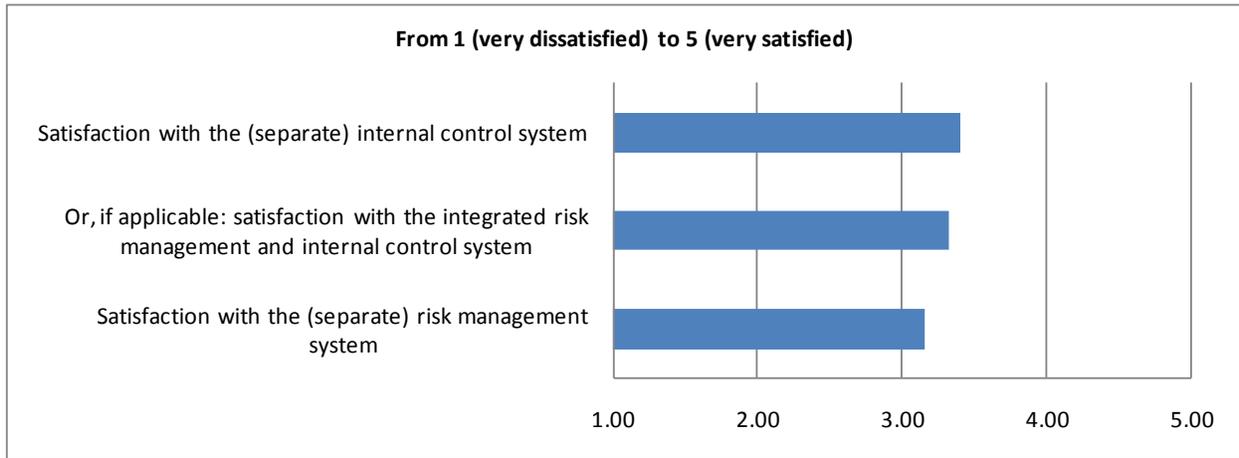
**2.6 What is the job title of the person(s) who is (are) responsible for managing the risk management and/or internal control system(s) in your organization?**

Job title manager of (separate) risk management system \_\_\_\_\_

Job title manager of (separate) internal control system \_\_\_\_\_

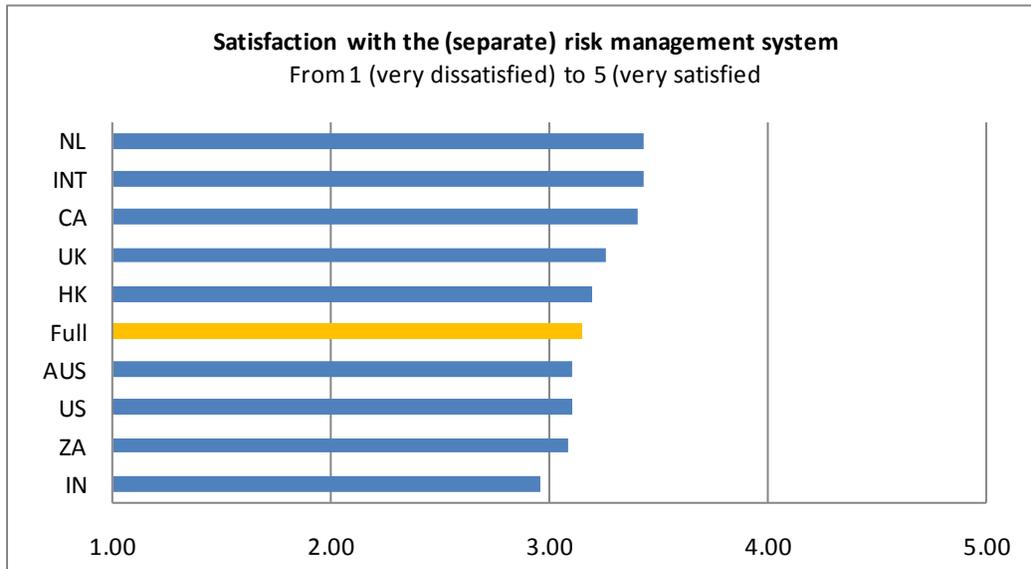
*Or, if applicable:* Job title manager of integrated risk management and internal control system \_\_\_\_\_

**2.7 How satisfied are you with the current risk management and/or internal control system(s) in your organization?**

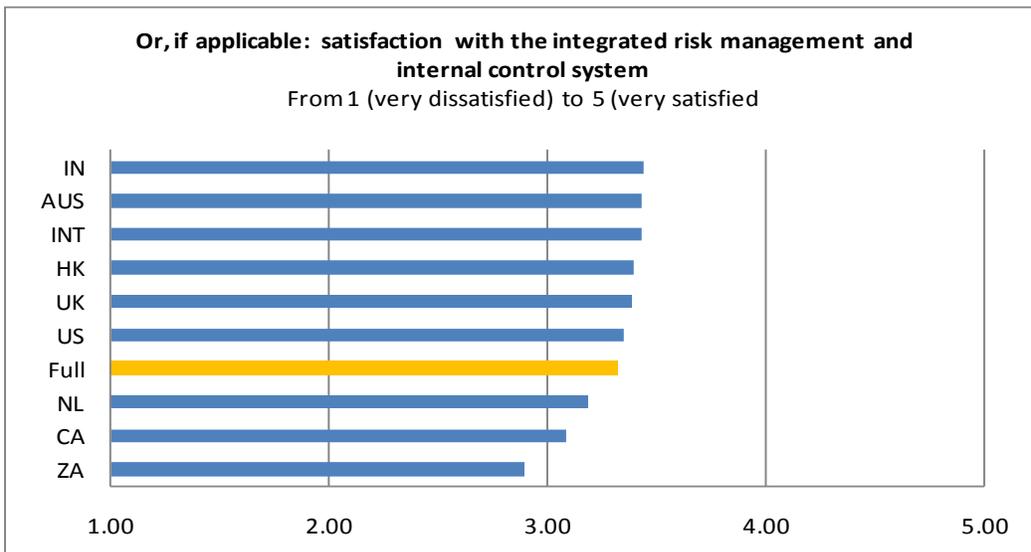
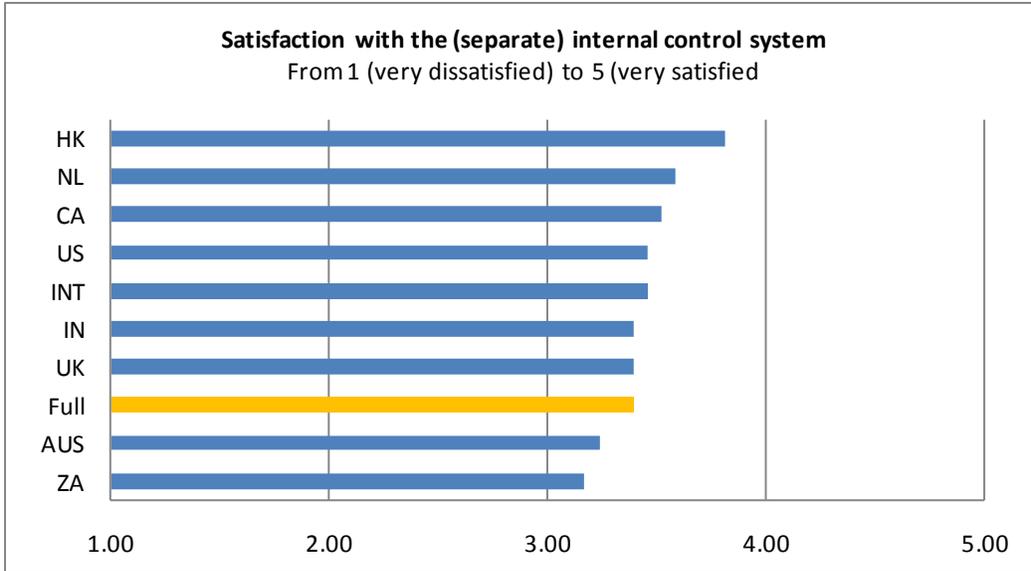


**2.7 How satisfied are you with the current risk management and/or internal control system(s) in your organization?**

**From a country/jurisdiction perspective:**

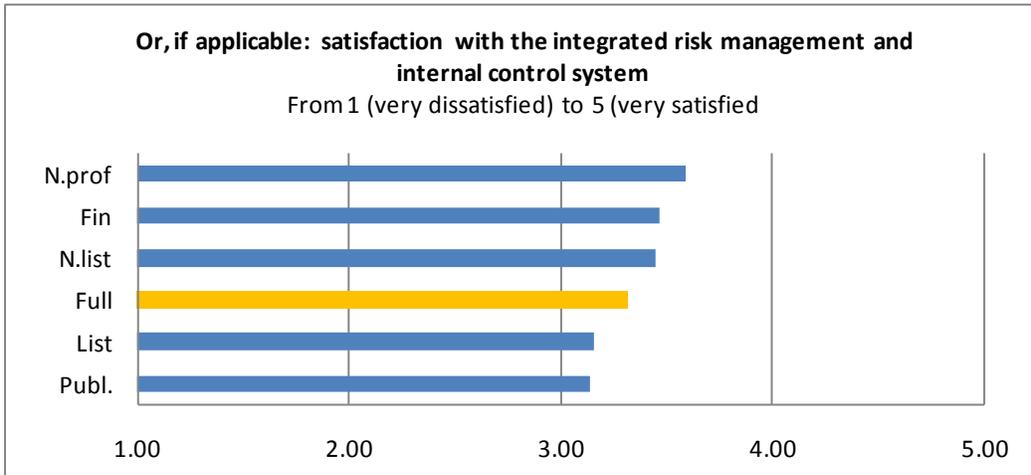
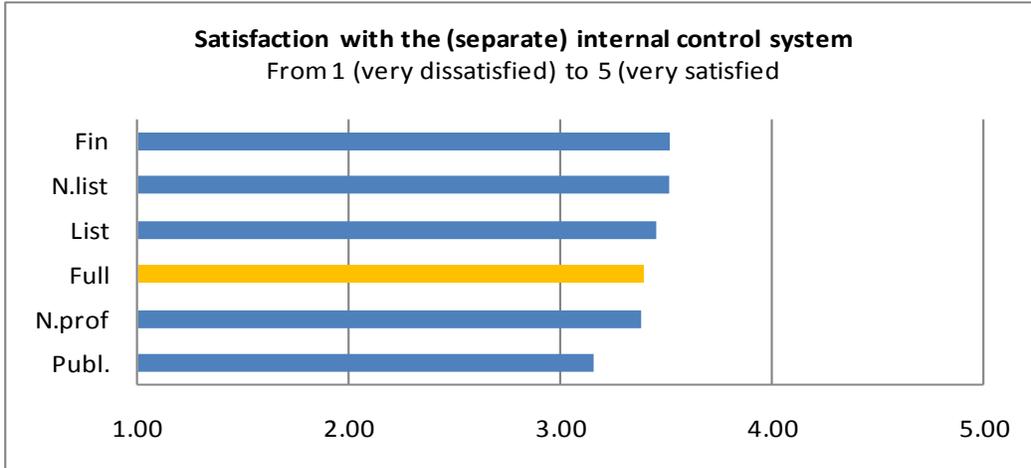
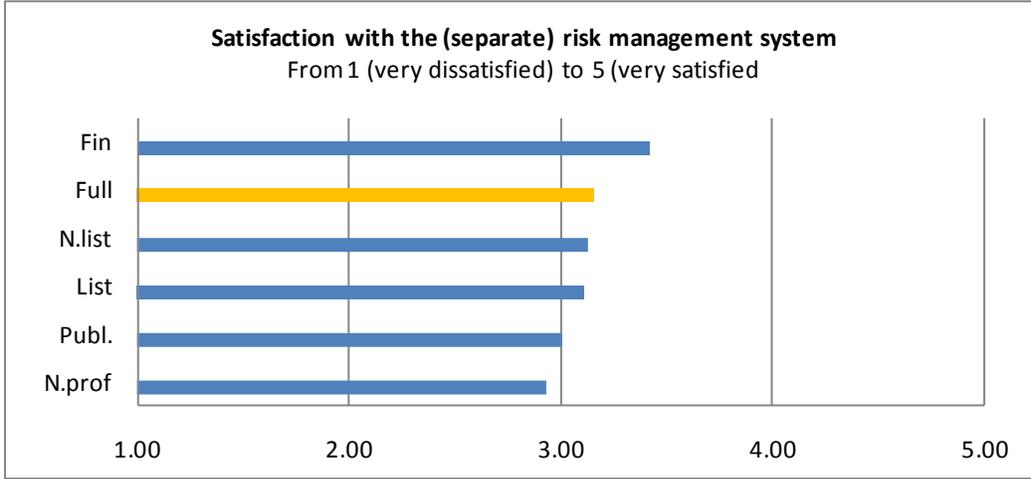


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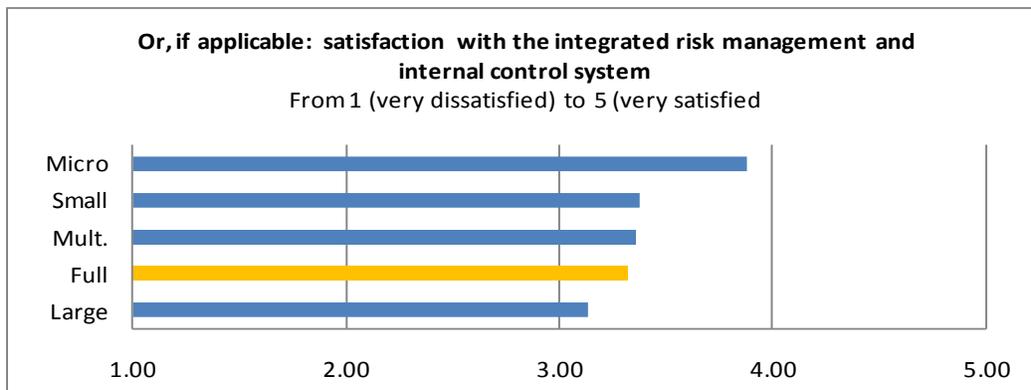
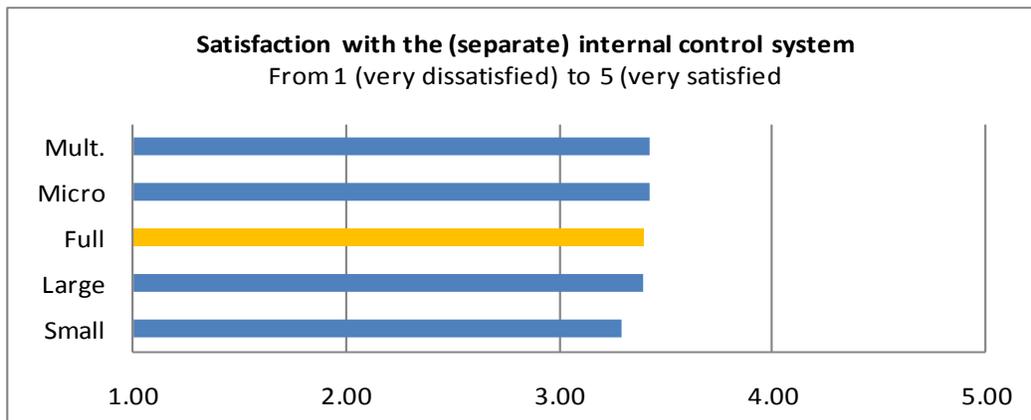
2.7 How satisfied are you with the current risk management and/or internal control system(s) in your organization?

From a type of organization perspective:



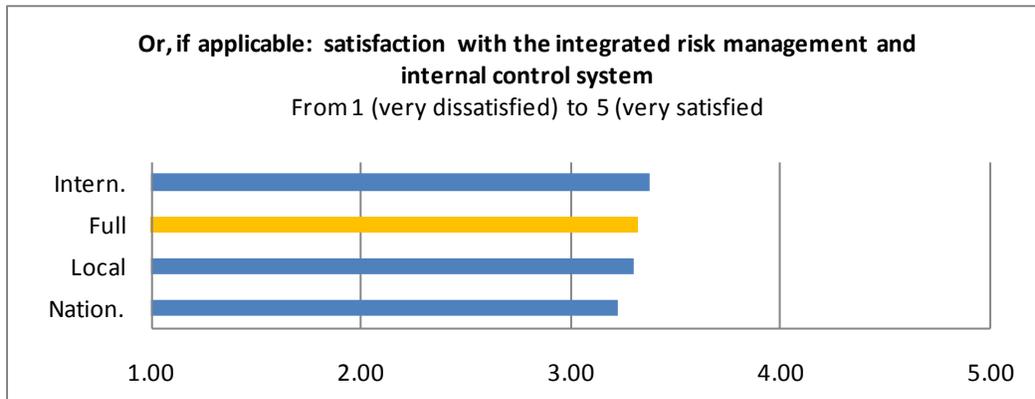
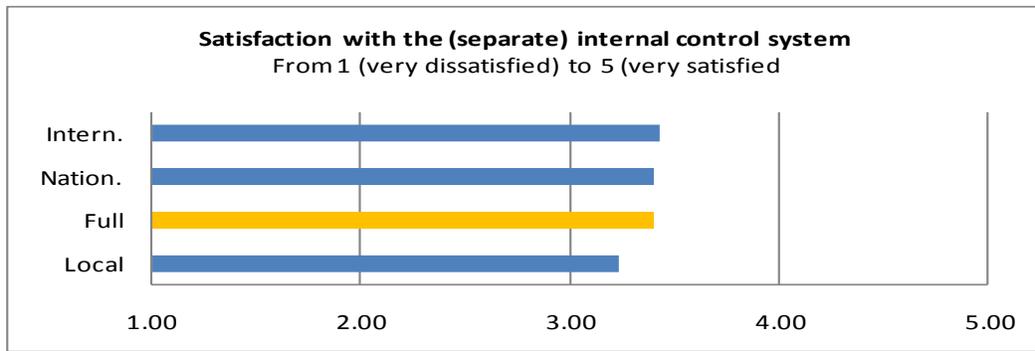
**2.7 How satisfied are you with the current risk management and/or internal control system(s) in your organization?**

**Based on the size of the respondent's organization:**



**2.7 How satisfied are you with the current risk management and/or internal control system(s) in your organization?**

**Based on the geographical orientation of the respondent's organization:**

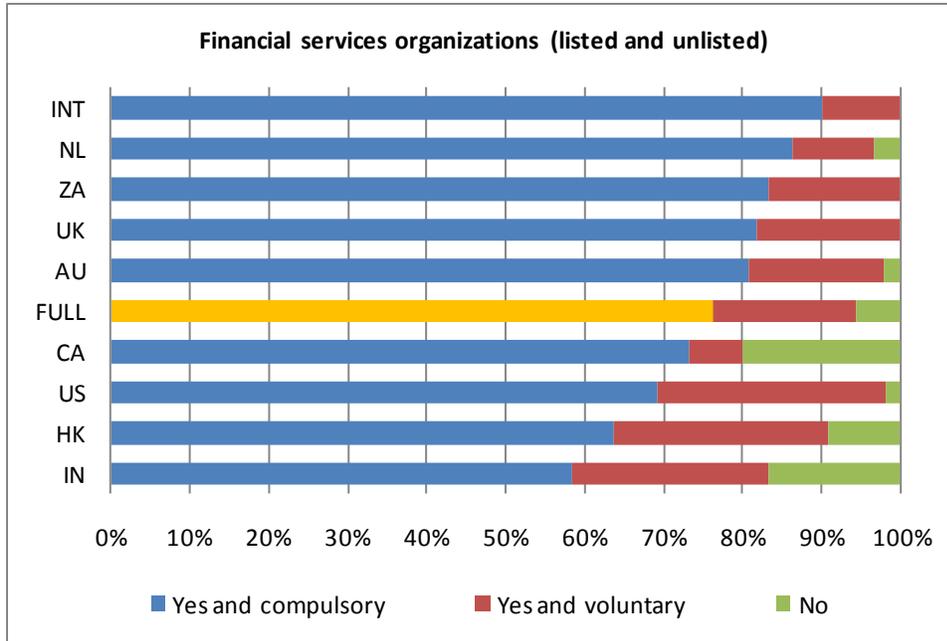


- 2.7 a) **What are the main strengths of the current risk management and/or internal control system(s) in your organization?**
- 2.7 b) **What are the main weaknesses of the current risk management and/or internal control system(s) in your organization? What is missing?**
- 2.7 c) **And what actions are needed to further improve the risk management and/or internal control system(s) in your organization?**

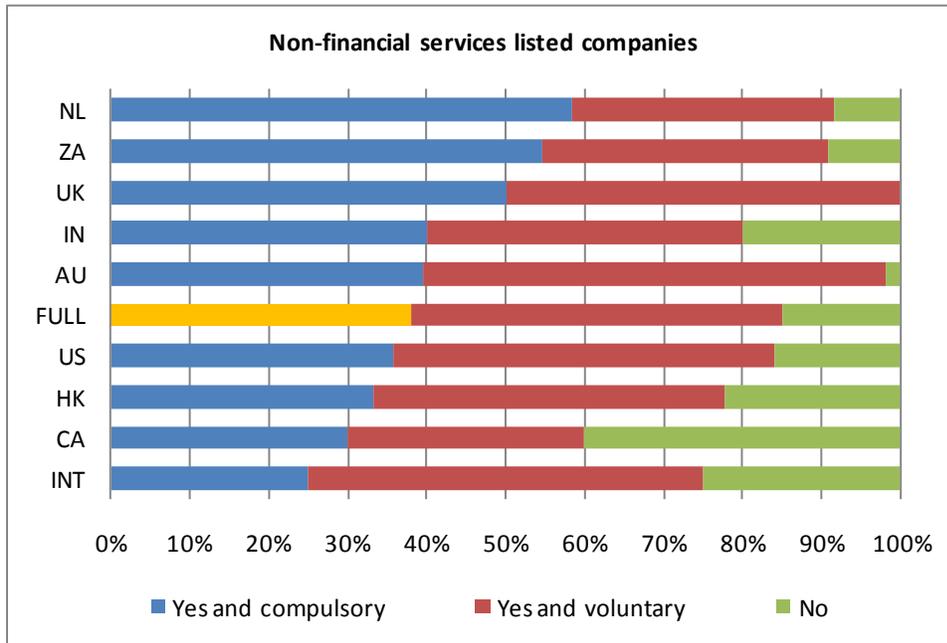
### Section 3: Risk Management and Internal Control Guidelines

3.1 Do the following types of organizations in your country generally use formal guidelines to develop, implement, and improve their risk management and internal control systems?

a. Use of guidelines on risk management

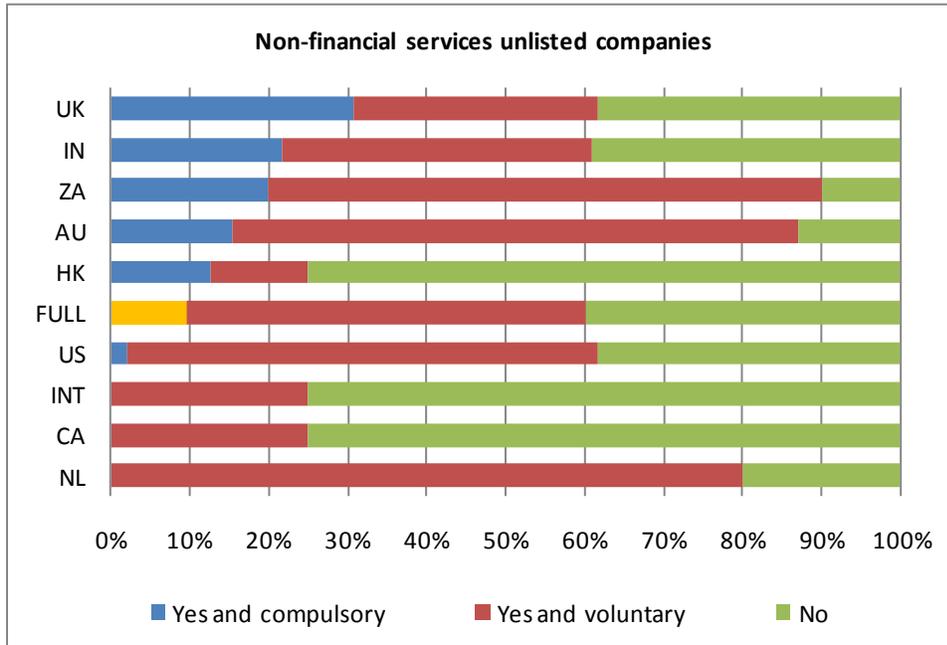


a. Use of guidelines on risk management

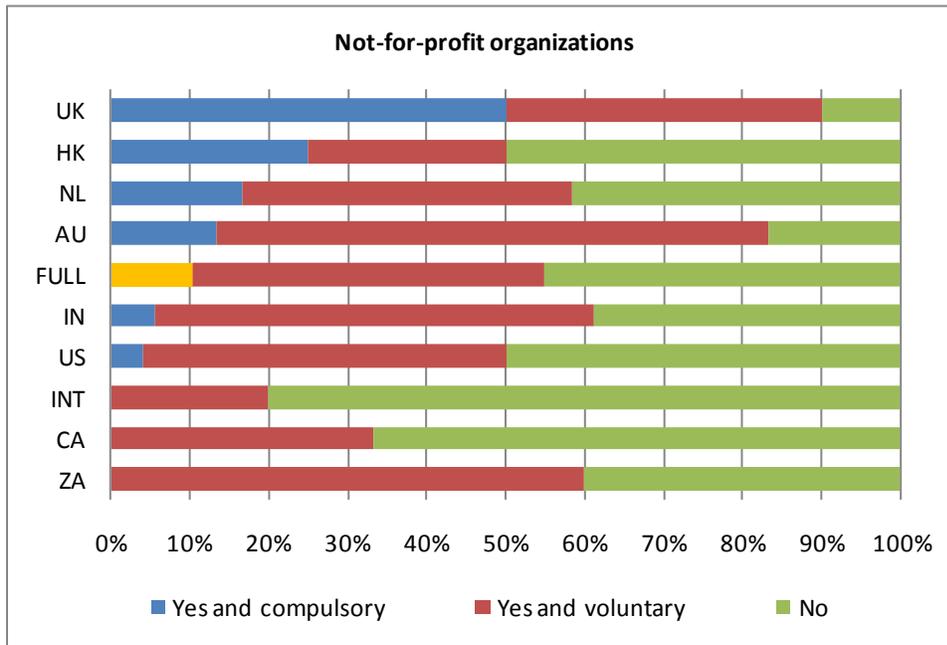


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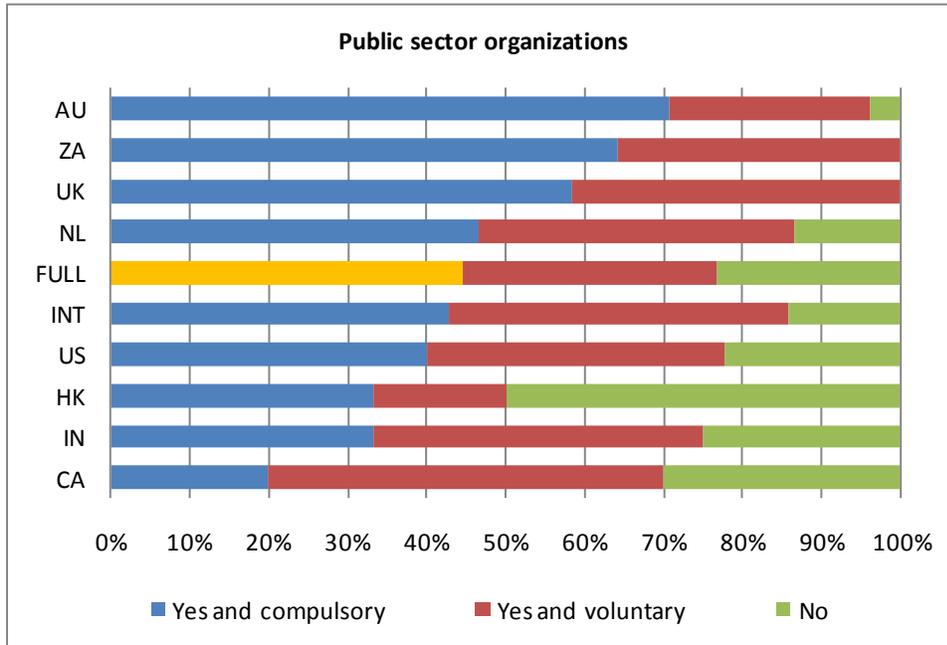
a. Use of guidelines on risk management



a. Use of guidelines on risk management

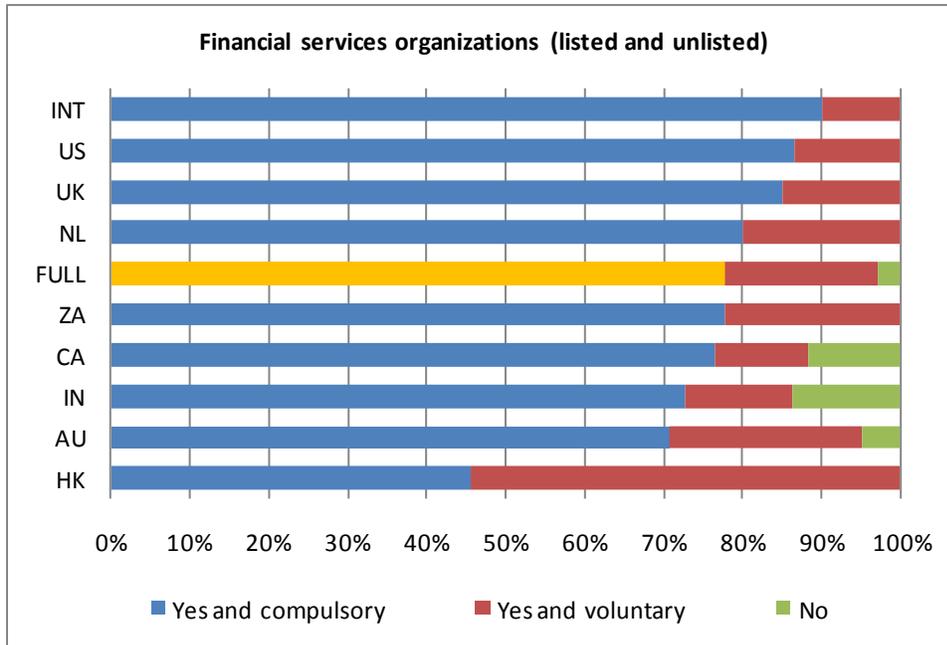


a. Use of guidelines on risk management



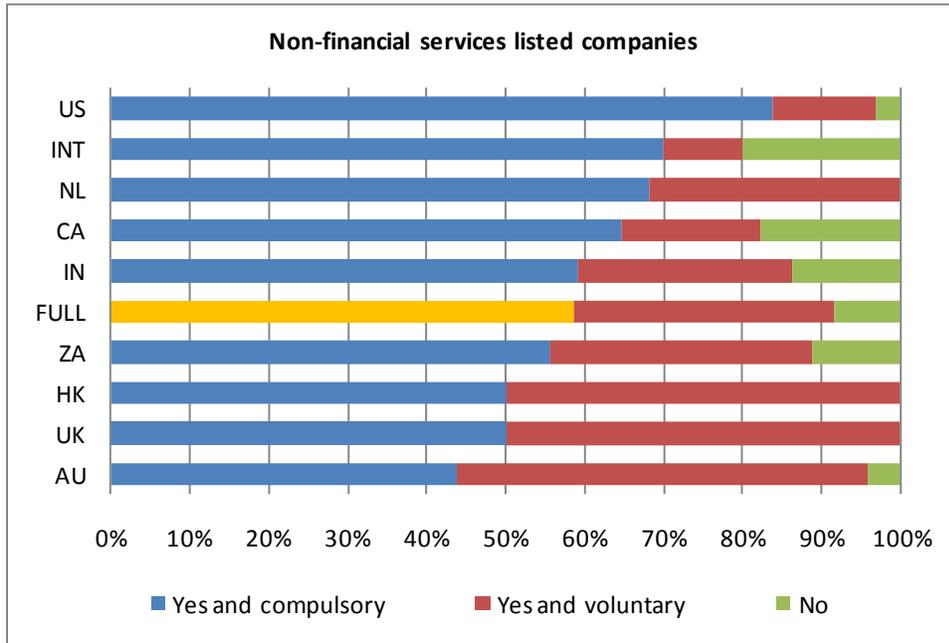
3.1 Do the following types of organizations in your country generally use formal guidelines to develop, implement, and improve their risk management and internal control systems?

b. Use of guidelines on internal control

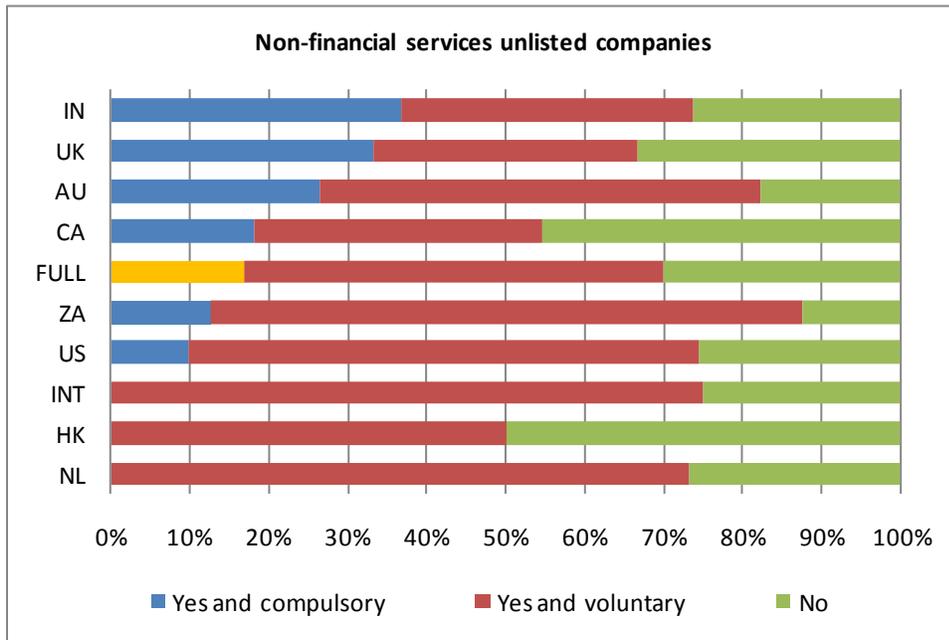


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FULL SURVEY RESULTS

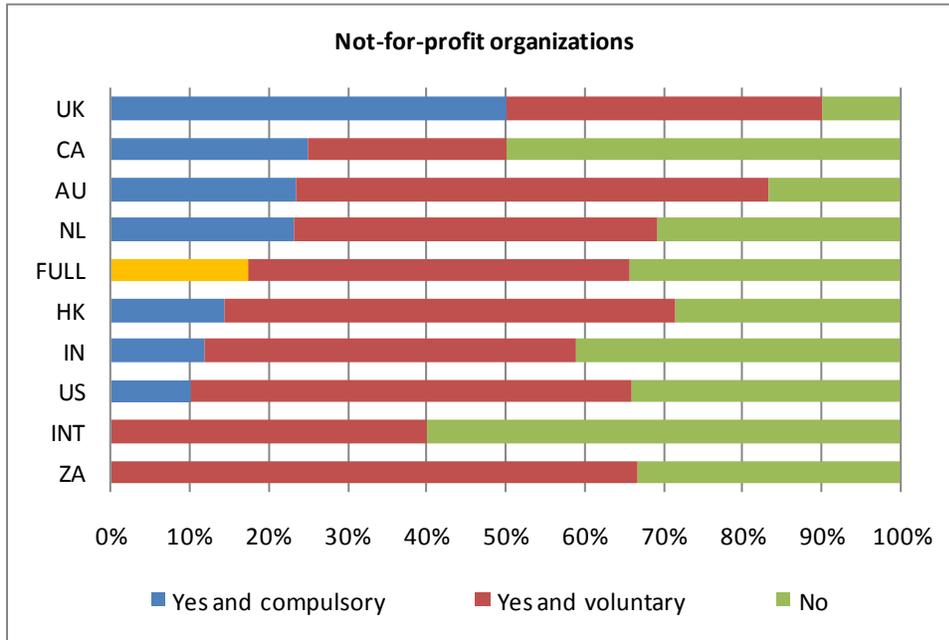
**b. Use of guidelines on internal control**



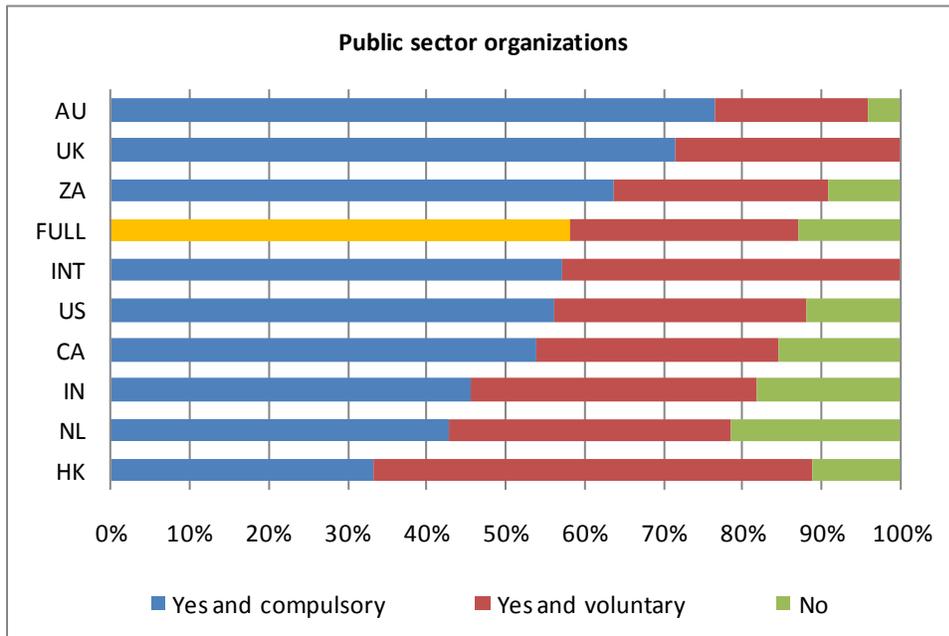
**b. Use of guidelines on internal control**



**b. Use of guidelines on internal control**



**b. Use of guidelines on internal control**



**3.1 a) If yes, please provide the name and issuing organization of the generally used guidelines**

**Name and issuer of *risk management* guidelines for**

**Regulators mentioned under 2.1:** AS/NZS HB 158 (Risk and internal controls) as its template for risk and control integration; ASIC and customer contracts; ASX Corporate Governance Principles and Recommendations; ASX P7; Australian Health Insurance and Life insurance requirement; Australian Standard for Compliance Systems; Australian Standard for Compliance Systems under government regulations; Australian Stock Exchange rules; CDIC; Charities Commission; China Ministry of Finance; CICPA's requirements; Clause 49 of the stock exchange Listing Regulations as prescribed by the Securities & Exchange Board of India; collegio sindacale; COSO; FDICIA; FFIEC guidelines in managing our Risk/Internal Controls and are also working on implementing COBIT; Financial Institutions regulated by FINMA; Financial Management Act (WA) 2006; FISMA requirement; FTSE; ISQC 1; Japan comply with SOX, JSOX, Model Audit Rule, HIPPA, GLBA, and PCI to name just a few; Johannesburg stock exchange - South Africa and is governed by the King III code on corporate governance that requires listed organizations to put in place formal risk management and internal controls (Internal Audit) functions; J-SOX; Kenya Government through the office of General Internal Auditor have developed an institutional risk management framework; Mexican Code of Best Governance Practices; NYS Internal Control Act (1999); NYSE listing rules; OH&S, Health care accreditation; Polish Banking Act, KNF Resolutions and KNF Recommendations; Public Finance Management Act of 1999; Romanian regulations regarding financial institutions (rule nr 18/ 2009); SYSC; Tabaksblatt; Under the Indian Companies Act, 1956 the company is required to maintain adequate system of internal control commensurate with the size of the organization; Wft (wet financieel toezicht) art 3.17; AEX; APRA prudential requirements for ADI; BIPRU 6; China Banking Regulatory Commission; China Insurance Regulatory Commission formulated "Basic Standard for Enterprise Internal Control" in 2008 and 18 Application Guidelines for Enterprise Internal Control, the Guidelines for Assessment of Enterprise Internal Control and Guidelines for Audit of Enterprise Internal Control in 2010; China National Audit Office; China Securities Regulatory Commission; Dutch Supervisory Board for Insurance Companies; FINMA Swiss regulator; German GAAP (HGB) and additional regulations like the AO (Abgabenordnung) are requesting a formal RM; ISO 27001 standard; PCI-DSS; RBI; Russian CG Code; SAMA (Saudi Arabian Monetary Agency, which regulates insurance industry and ensures compliance with implementing regulations issued separate detailed Risk Management regulation; Saudi Arabia Law on Supervision of Cooperative Insurance Companies clearly state the role of internal controls; SEBI requirements; US Sarbanes Oxley Act;

**Name and issuer of *risk management* guidelines for**

**Financial services organizations (listed and unlisted);** AFM, Dutch Central Bank, Corporate Governance Code Commission; AICPA, MFA, AIMA; AMA criteria; AS/NZ Risk Management Standard; ASIC; ASX; ASX and Prudential Regulator; Australian Prudential Regulatory Authority (APRA); Australian Securities and Investment Corp; Australian Securities and Investments Commission (ASIC); Australian Standards 31000 RM 2009; Australian Stock Exchange; BaFin; Banca d'Italia, CONSOB, CNDCEC; BANCO DE ESPAÑA, CNMV, GOVERNMENT LAWS; Banco Interamericano de Desarrollo; Bangladesh Bank (central bank) regulatory compliance; Bank Indonesia; Bank Negara Malaysia; Bank of England; Bank Of Ghana; Bank of Greece; Bank of Italy, ISVAP, Consob; Bank of Zambia and Exchange Commission; Basel 2 - COBIT - ISACA; BASEL II (BIS), best practice notes (Central Banks and IOSCO) and MS:ISO 31000:2009 (ISO); Basel/Capital Adequacy requirements, ISO31000, Corporations Act, APRA guidelines, Bank Act & other relevant statutes, COSO; BIS / SIG, COSO; BOC HK, China Construction Bank; Canadian Deposit Insurance Corporation, Superintendent of Financial Institutions; Central bank /SECP; Central Bank of Bahrain; Central Bank of Brazil; Central Bank of Jordan; Central Bank of Kenya; Central Bank of Kenya, Insurance Regulatory Authority, Capital Markets Authority; Central Bank of Nigeria (CBN); Central bank of Nigeria/Nigerian Deposit Insurance commission; Central Bank, NDIC, SEC,NSE; Circular 038, Circular 052 Superintendencia Financiera de Colombia; Circular única – CNBV; COBIT; CoCo; Code Banken / Tabaksblatt; Comision Nacional Bancaria y de Valores; COSO; COSO ERM Framework; Dutch Central Bank (FIRM) / AFM(supervisory body)/; FDIC; FDICIA; FFIEC; FFIEC, GLBA, SOX, PCI, ISO; Financial Inspection Manual issued by the Financial Services Agency; Financial Services Authority (FSA); Finanstilsynet/BIS; FINMA; FRB, SEC; Freehills; FSA Arrow framework; FSA, BSI; Government, CNDCEC, Banca d'italia, ISVAP; Grant Thornton International; Guideline for Commercial banks Risk management by CBRC [China Banking Regulatory Commission] CIRC, CSRC; Guidelines on Market Risk Management of Commercial Banks ,Regulation Governing Capital Adequacy of Commercial Banks, Provisional Risk Assessment System for Joint-Stock Commercial Banks etc., Issued by: the China Banking Regulatory

Commission; Hong Kong Monetary Authority; Hong Kong Stock Exchange, Security & Future Commission; ICAN; ICICI; ICPAK, IFRS; IFAC; IIA & COSO; Indonesian government - sectoral regulator; Institute for Risk Management; International Standards Organization; Isaca (cobit); ISO 27000 series; ISO 31000; ISO/IEC 27001, 27002, COBIT; ISO31000; King III Code on Corporate Governance; King III Report & Companies Act; Mexican Securities and Banking Commission; Monetary Authority of Singapore (MAS); most likely stringent government regulation - this being Switzerland; NASB, ICAN.; National Bank of Romania; supervisory committees for insurance companies, pension funds etc.; professional bodies (CECCAR-accountants, CAFR-financial auditors etc.), ISO; National Banking and Securities Commission; Network Technology Security Group; NRD; NYSE; Office of the Comptroller of the Currency, Federal Reserve Board; OSFI; OSFI, OSC; PCAOB - FINANCIAL REPORTING STIPULATIONS; PCAOB (SOx), Tabaksblat; PCAOB, FDIC, or Office of Comptroller; Pensioen guidelines; Polish FSA (KNF); Polish National Bank Recommendation; Basylea; RBA, APRA, ASX; RBI; Regulatory Authorities - SEC, NAIC, State insurance commissioners; Rekomendacje i Uchwały - Komisja Nadzoru Finansowego; Reserve Bank of India; Reserve Bank of India (RBI); Reserve Bank, Stock Exchange Regulator; SAMA ? CM; SARO y SARTLAB / Super intendencia Financiera; Saudi Arabian Monetary Agency (SAMA); SEC; SEC, FDIC, AICPA, OMB, GAO; SEC, FFIEC, FDIC, ISACA, IIA; SEC, PCAOB, AICPA; Securities Exchange Board of India (SEBI); Securities and Futures Commission; Securities Supervisory Committee; Security and exchange commission of Pakistan; SET SEC; Singapore Stock Exchange (SGX); Smart Compliance (VRM); Solvency II; standard chartered; Standard Organization of Nigeria (SON); Standards Australia; State bank of Pakistan, Prudential Regulations; State Bank of Vietnam; Superintendencia de Banca; Superintendencia de Entidades Financieras y Control; Superintendencia Financiera; Superintendent of Financial institutions; The Financial Supervisory Authority of Norway; The Institute of Chartered Accountants of India; UK Corporate Governance Code including Turnbull; US government-SEC regulations, GAAP; Warsaw Stock Exchange; Komisja nadzoru finansowego; Wft 3.17; WTA, AFM; [www.rims.org](http://www.rims.org); [www.airmic.com](http://www.airmic.com)

#### **Name and issuer of *risk management* guidelines for**

**Non-financial services listed companies;** AFM; APRA; ASIC Governance Rules; Australian Security & Investments Commission; Australian Standards 31000 RM 2009; Australian Standards Institute; Australian Stock Exchange (ASX) - Listing Rules and Corporate Governance Guidelines; Banco Interamericano de Desarrollo; Bank of Ghana; Bapepam-LK; Bolsa Mexicana de Valores; Borsa Italiana; BSI; BSI ISO AIRMIC; Capital Markets Authority; castrol; Central bank of Nigeria; CMV (Brazil's SEC); CNDCEC; CNMV; CoCo; Combined Code on Corporate Governance; Commission of the Warsaw Stock Exchange; Companies Act of Kenya; Companies Ordinance, Securities & Exchange Commission of Pakistan; CONSOB; Corporate Governance Code Commission; COSO; COSO ERM Framework; Erhvervs- og selskabsstyrelsen; ETSI, EN etc. etc ad infinitum.; FASB; FBR; For Oil & Gas, the EPA and state environmental organizations; FRC - The UK Corporate Governance Code; GPW (corporate governance) ?; ICMA.; IIA & COSO; Indonesian government - sectoral regulator; Institute for Risk Management of South Africa; ISACA; ISO 27001 - Mehari - ISACA; ISO 31000 'Risk management – principles and guidelines'; ITIL; King III Code on Corporate Governance; London Stock Exchange; Mexican Code of Best Corporate Practices; Ministry of Finance, Stock Exchange authority, ISO; Monetary Authority of Singapore; MTR Corp LTD; Nairobi Stock Exchange, Capital Markets Authority; NASB; National Banking and Securities Commission; Nigerian Accounting Standards Board; Nigerian Stock Exchange; NMa.; nyse; Ontario Securities Commission; OPTA; PCAOB; Polish FSA (KNF); RBI and SEBI; Registrar of Joint Stock Companies / SEC; SEBI; Securities & Exchange Commission of Pakistan; Securities and Exchange Board of India; Securities and Exchange Commission (SEC) and Corporate Affairs Commission; Securities and Futures Commission; SET SEC; SGX; Singapore stock exchange; Sox / COSO / Tabaksblat; SOX, HIPAA, PCI; Sox, PCI, Various Environmental; Standards New Zealand; Swiss exchange regulations and requirements; Tabaksblatt; The Data Inspectorate; The Institute of Chartered Accountants of India; TSX and CICA; Turnbull Code; UK Corporate Governance Code including Turnbull; US government-SEC regulations, GAAP; Warsaw stock exchange

#### **Name and issuer of *risk management* guidelines for**

**Non-financial services unlisted companies;** APRA; AS/NZS; ASIC; Aust. HB254-2005; Australian Securities and Investments Commission; Australian Standards 31000 RM 2009; Australian Standards Institute; Banco Interamericano de Desarrollo; Bank of Ghana; Central bank of Nigeria/ministry of trade and commerce; CICA;

COBIT; CoCo framework; Combined Code on Corporate Governance; Companies Ordinance, Securities & Exchange Commission of Pakistan; Company's Act (CAMA); Corporate Affairs Commission (CAC); COSO; COSO ERM Framework; Dutch Corporate Governance Code; Dutch GAAP; EPA, OSHA, Dept of Labor, etc.; FASB; Financial Accounting Standards Board; Government, CNDCEC; HIPAA, PCI, ISO; ICPAS; IIA & COSO; Institute for Risk Management of South Africa; Institute of Company Secretaries and Accounting Bodies; ISACA; ISO 27001 - Mehari - ISACA; ISO 31000; King III Code on Corporate Governance; Legislation regarding ICFR set - but little provided it guidelines.; MCA; MS:ISO 31000:2009 (ISO); Office of Government Owned Corporations; RBI; Registrar of Joint Stock Companies; SASAC(State Asset Supervision and Administration Commission) Wide Risk Management Guidelines for State-owned Key Enterprise; SEBI; SEC; Securities & Exchange Commission of Pakistan; Securities and Exchange Board of India; Standards Australia; Standards New Zealand; The Data Inspectorate; The Institute of Chartered Accountants of India; US government-SEC regulations, GAAP

### **Name and issuer of *risk management* guidelines for**

**Public sector organizations;** A & NZ ISO 31000; ASIC; ASIC and Australian Government; Australian Standards 31000 RM 2009; Australian Standards, State Govt Policy; BHEL; BPE; Cabinet Office Law on Financial Disclosure, Financial Service Agency; CNDCEC; Comcover; Commonwealth of Virginia/Virginia Information Technologies Agency; Contraloría General de Cuentas; COSO; COSO ERM Framework; Department of Local Government; Standards Australia; Dutch Government; eBios; ESKOM; FASB; Financial Services Bureau of HKSAR; GAO; GASB; GLBA; Gobierno Colombiano; Government of Pakistan through Auditor General of Pakistan; Higher Education Act and Guidelines; HM Treasury & CIPFA/Solace also Local Government Association; ICAI; IIA & COSO; IIA standards; Indonesian government; ISA 315 & ISO31000; ISACA; ISO 31000; King III Code on Corporate Governance; Local Government Act (QLD) 2009; MECI / Estado Colombiano; national petroleum authority; National Treasury (Public Sector Risk Management Framework); National Treasury of South Africa; NIST RM PUBLICATIONS; NIST, ISO/IEEE, COBIT, FISCAM; NIST, PCI, FISMA; NYS Division of Budget; PFMA/ MFMA (National Treasury); PPESA; Premier & Cabinet Department; Privatization and Public Enterprises Supervising Agency(PPESA) for parastatals; Provincial Transversal Risk Framework (Limpopo); Risk Management Framework (Treasury Board of Canada, Secretariat)); RMIA; RTA, NSW; Same and GASB or FASAB; SEC; SECP; Sindicatura General de la Nación; special rules for government entities; Standards Australia; Standards New Zealand; The Institute of Chartered Accountants of India; Treasury Board of Canada; Tribunais de Contas (Audit Offices); UK Government; US government-SEC regulations, GAAP-GASB; US Govt / Department of Defense

### **Name and issuer of *risk management* guidelines for**

**Not-for-profit organizations;** APRA; AS/NZS; ASIC; Australian Standards 31000 RM 2009; Charity Commission of England & Wales; CNDCEC, Italian Charity Commission; code for non-profit organisations; Combined Code on Corporate Governance; Contraloría General de Cuentas; Corporate Affairs Commission (CAC); COSO; COSO ERM Framework; Financial Accounting Standards Board (FASB); Ghana aids commission; HIPAA, PCI, ISO; Income Tax Ordinance, 2001. Federal Board of Revenue/Federal Government; Institute for Risk Management of South Africa; IRS and Government; ISO 31000; National Council of NGOs; NGO Bureau of Government; NGO's council; Sometimes it is Donor requirement; Standards Australia; Standards New Zealand; The Institute of Chartered Accountants of India; Trusts/NGOs; UK Charities commission; US government-SEC regulations, GAAP; Workcover, Healthcare - State & Federal Government; управление рисками; [www.ingoaccountabilitycharter.org](http://www.ingoaccountabilitycharter.org).

### **Name and issuer of *internal control* guidelines for**

**Financial services organizations (listed and unlisted);** 52-109 (Ontario Securities Commission) ; AFM, Dutch Central Bank, Corporate Governance Code Commission; AICPA; AICPA, MFA, AIMA; ASIC; ASX; Australian Prudential Regulatory Authority (APRA); Australian Auditing & Assurance Standards Board; Australian national Audit Office; BaFin; Banca d'Italia; BANCO DE ESPAÑA, CNMV, AUDIT LAW; Banco Interamericano de Desarrollo; Bank Indonesia; Bank Negara Malaysia; Bank of Greece; Bank of Italy, ISVAP, Consob; Bank of Spain (partially); Banking and financial legislation - Parliament & Central bank ; banking Council and Institute for Risk Management; Basel II, Solvency II; BIS / SIG, COSO; BOC HK, China Construction Bank; Canadian Securities

Administrators; Central Bank of Bahrain; Central Bank of Brazil; Central Bank of Jordan; Central Bank of Kenya; Central Bank of Nigeria (CBN); Central bank of Nigeria/corporate affair commission; CICA; Circular 038, Circular 052 Superintendencia Financiera de Colombia; Circular única - CNBV; COBIT; CoCo; Code Banken / Tabaksblatt; Comision Nacional Bancaria y de Valores; Comision Nacional Bancaria y de Valores; Companies Act of Kenya, Central Bank of Kenya, Insurance Regulatory Authority, Capital Markets Authority; Contraloría General de la República; Corporate governance code (Code Tabaksblatt) ; Corporations Act, Accounting Standards, Corp Governance Guidelines, ASX Listing Rules, Bank Act & other relevant statutes, COSO; COSO ERM, BSC; COSO Framework; DNB (regulator); Dutch Institute of Chartered Accountants; Enhance Financial Institutions Internal Control Guidelines Issued by the People's Bank of China; Farsi translation of COSO framework of internal framework published by Audit organization ; FASB; FDIC, AICPA; FDIC, SOX; Federal Reserve, FDIC, others ; FFIEC; FFIEC, GLBA; FIDICIA; Financial Services Authority (FSA); Financial Services Board; Finanstil synet/BIS; FINMA; FRB, SEC; Government, Banca d'Italia, CONSOB, CNDCEC; Government, CNDCEC, Banca d'Italia, ISVAP; Guideline for Commercial banks internal control management by CBRC [China Banking Regulatory Commission] CIRC, CSRC; Hong Kong Monetary Authority; Hong Kong Stock Exchange; ICAN; ICPAK,IFRS; IIA; Indonesian government - sectoral regulator; Institute of Internal Auditors (IIA); International Professional Practice Framework; The Institute of Internal Auditors; IRS, ; ISO and Australian Standards 31000 RM 2009; King III Code on Corporate Governance; Guidelines issued by the FSB; King III Report & Companies Act; Komisja Nadzoru Finansowego; Monetary Authority of Singapore; NAIC, FDIC, IIA, ISACA, COSO; Network Technology Security Group; Office of the Comptroller of the Currency, Federal Reserve Board, Securities and Exchange Commission, and Financial Accounting Standards Board. ; OSC; OSFI, CICA; PCAOB; PCAOB, FDIC, OCC, State Organizations for Insurance Companies; PCAOB, State and Federal regulators; PHIA / APRA; Polish FSA (KNF); Polish National Bank Recommendation; Basylea; professional bodies; Prudential Regulations, State Bank of Pakistan; RBA, APRA, ASX; RBI, SEBI and Companies Act; RBI/Board/Audit Committees; Regulations of the Mexican Securities and Banking Commission; Rekomendacje i Uchwały - Komisja Nadzoru Finansowego; Reserve Bank of India guidelines; Reserve Bank of India, Internal Audit Board; Royal Monetary Authority; Sarbanes Oxley, FTC; Saudi Arabian Monetary Agency (SAMA); SEC; SEC Ghana; Securities and Futures Commission (SEC); Securities Supervisory Committee; Security & Future Commission, Hong Kong Stock Exchange; Security and exchange commission of Pakistan; SET SEC; Smart Compliance (VRM); SOX, GLBA and BASAL 2 ; SOX, IIA IPPF, GAGAS; Standard concerning ICOFR issued by the Business Accounting Council/ Financial Inspection Manual issued by the Financial Services Agency; State Bank of Pakistan; State Bank of Vietnam; State insurance commissioners; Stock-exchange, branchorganisation; Superintendencia de Entidades Financieras y Control; Supervisory Authority for Financial Institutions Hungary; The Financial Supervisory Authority of Norway; The Institute of Chartered Accountants of India; US government-SEC regulations, GAAP ; Wft 3.17; WTA, AFM;

### Name and issuer of *internal control* guidelines for

**Non-financial services listed companies;** 52-109; AA; AASB Standards; AFM, Corporate Governance Code Commission; AICPA; APRA, ASX; ASX Guidelines; ASX listing rules, Corporations Act, Corp Governance Guidelines, accounting standards, statutes such as SOX where relevant, COSO; Australian Security & Investments Commission; Australian Standards 31000 RM 2009; Banco Interamericano de Desarrollo; Bank of Ghana ; bank of Nigeria/corporate affair commission; Bapepam-LK; Basic Standard for Enterprise Internal Control Issued by the Ministry of Finance, China Securities Regulatory Commission, National Audit Office, China Banking Regulatory Commission and China Insurance Regulatory Commission ; Bolsa Mexicana de Valores; Borsa Italiana; BSI; Business Accounting Council; Canadian Securities Administrators; Capital Market Authority (CMA); Capital Markets Authority, Nairobi Stock Exchange; CICA; CMV (Brazil's SEC); CNDCEC; CNMV, AUDIT LAWS; COBIT; COCO; Commission of the Warsaw Stock Exchange; Companies Act of Kenya; Companies Ordinance, Securities & Exchange Commission of Pakistan; CONSOB; COSO ERM, BSC; COSO Internal Control Integrated Framework; COSO, SOX, Corporate best practices code, IFRS; Dutch Institute of Chartered Accountants; Erhvervs- og selskabsstyrelsen; FASB; FASB, US Government, IRS, SEC; FRC - The UK Corporate Governance Code; GPW (corporate governance); HIPAA, PCI; Hong Kong Stock Exchange, HKICPA; ICMA,FBR; IIA; Indonesian government - sectoral regulator; Institute for Risk Management of South Africa; Institute of Chartered Accountant of India, Company Law Board; Institute of Internal Auditors; Internal Audit Standards, Australia; International Professional Practice Framework; The Institute of Internal Auditors; ISACA; ISO 27001 - COBIT; ITIL; King III Code on Corporate Governance; Listing Regulations of Securities & Exchange Board of India (SEBI); Mexican Code of Best Corporate Practices; Monetary Authority of Singapore; MTR Corp LTD; Nigerian Accounting

Standards Board; Nigerian Stock Exchange; NSE, ; NZIIA; Ontario's Securities Commission; OSC; PCAOB; PCI, Data Privacy BCR, Various Environmental; Polish FSA (KNF); Public utilities Companies; RBI, SEBI and Companies Act; SEBI; SEC; Securities & Exchange Commission of Pakistan; Securities and Exchange Board of India, Internal Audit Board; Securities and Exchange Commission (SEC) and Corporate Affairs Commission; SET SEC; Singapore stock exchange; SOX; Stock Exchange listing requirements; Tabaksblatt NL; The Data Inspectorate; The Institute of Chartered Accountants of India;

#### **Name and issuer of *internal control* guidelines for**

**Non-financial services unlisted companies;** AA; Accounting and Corporate Regulatory Authority; AICPA; ASIC and Australian Standards; ASX Corporate Governance Council; AUASB; Australian Securities and Investments Commission; Australian Standards 31000 RM 2009; Bank of Ghana; bank of Nigeria/corporate affair commission; Basic Standard for enterprise internal control& guidelines of practice; Branchorganisation; Canadian Securities Administrators; CICA; CNDCEC; COBIT; Coco; Combined Code on Corporate Governance; Companies Act; Companies Ordinance, Securities & Exchange Commission of Pakistan; Company Registrar; Corporate Affairs Commission (CAC); COSO ERM, BSC; COSO Internal Control Integrated Framework; Dutch Institute of Chartered Accountants; FASB; Financial Accounting Standards Board (fasb); HB254-2005; HIPAA, PCI, ISO; HKICPA; ICPAS; IIA; Institute for Risk Management of South Africa; Institute of Internal Auditors; International Professional Practice Framework; The Institute of Internal Auditors; IRS; ISA, local guidance for internal audit; ISACA; ISO 27001 - ?; King III Code on Corporate Governance; King III Report & Companies Act; MCA; Mexican Code of best Corporate Practices; NASB; National Law (D.L. 231/01); Nigerian Accounting Standard Board; NZIIA; Office of Government Owned Corporations; PCAOB; RBI/SEBI/ Board/Audit Committees; Regulatory Authorities (EPA, DOL); Sarbanes-Oxley; SEC; Securities & Exchange Commission of Pakistan; Securities and Exchange Board of India, Internal Audit Board; Superintendencia de Administración Tributaria; The Data Inspectorate; The Institute of Chartered Accountants of India; US government-SEC regulations, GAAP

#### **Name and issuer of *internal control* guidelines for**

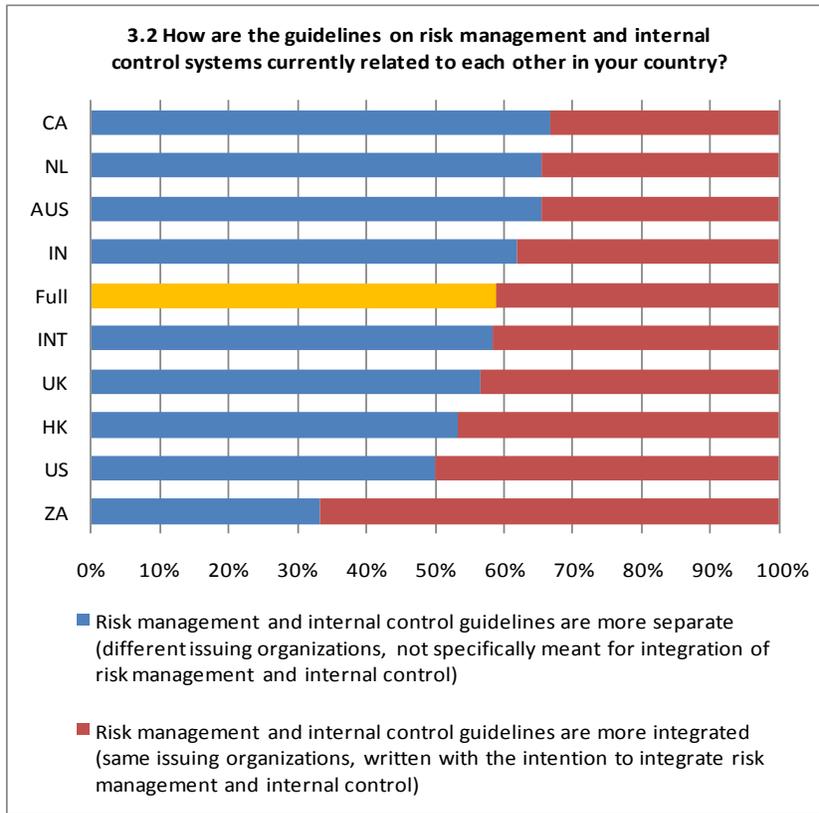
**Public sector organizations;** AA; AICPA.; ANAO; AS NZ Standards / Government / Treasury; ASIC and Australian Government; Australian Institute of Internal Auditors; bank of Nigeria/corporate affair commission; BPE; by Regulations and Chief Executive Operating Instructions; CAG/BOARD/REGULATIONS/MINISTRY ; Canadian Securities Administrators; CNDCEC; COBIT; Contraloría General de Cuentas; COSO Internal Control Integrated Framework; Department of Treasury & Finance, Institute of Internal Auditors; Dutch Institute of Chartered Accountants; EPA, FTC; FASB; Federal Government of Nigeria; Financial Management Act (WA) 2006; Financial Services Bureau of HKSAR; GAO; GAO standards are used when federal money is involved.; GASB; Gobierno Colombiano; Government acts and statutes e.g. Government Owned Corporations Act, Accounting standards, COSO; Government of Pakistan and provinces; Government of Pakistan through Auditor General of Pakistan; Government, National Audit office.; Governmental Accounting Standards Board; Guidelines of Standing Committee on Public Enterprises (SCOPE); HM Treasury Manual & Govt Internal Audit Standards; Hong Kong Government; ICAI; IIA; IIAIPPF, GAGAS; Indonesian government; INK; Inspectorate of State Corporation; institute of internal auditors; Internal Control Guideline, Financial Service Agency; Company law, Ministry of Justice; Internal Control in Public Sector Standards; International Professional Practice Framework; The Institute of Internal Auditors; ISACA; ISACA, IIA, COSO; ISO and Australian Standards 31000 RM 2009; King III Code on Corporate Governance; MECI / Estado Colombiano; Min. of Finance and Economic Dev't for budgetary org.& PPESA; Ministry of Finance/Auditor-General's Office; national petroleum authority; National Treasury of South Africa; NIST, PCI, FISMA; NSE, SEC, NASB; NYS Office of the State Comptroller; Office of Auditor General of the Federation; OMB Circular A-123 as amended; PFMA and MFMA 2002 AND 2004; PFMA/ MFMA (National Treasury); Policy on Internal Control (Treasury Board of Canada, Secretariat); PPESA; Provincial Transversal Internal Framework (Limpopo); Public and Municipal Finance Acts; Public Enterprises and PSUs; Public finance Act 2001; Public Finance Management Act; Public Sector Risk Management Framework; RBI for banks; RTA, NSW; SEC; Secretaria de la Funcion Publica; Sindicatura General de la Nación; Standards Australia; State agencies, COSO, Federal requirements; State Audit of Vietnam; The Institute of Chartered Accountants of India; Treasury Board of Canada; Tribunais de Contas (Audit Offices); UK Government; US government-SEC regulations, GAAP-GASB ; US Govt / Department of Defense;

**Name and issuer of *internal control* guidelines for**

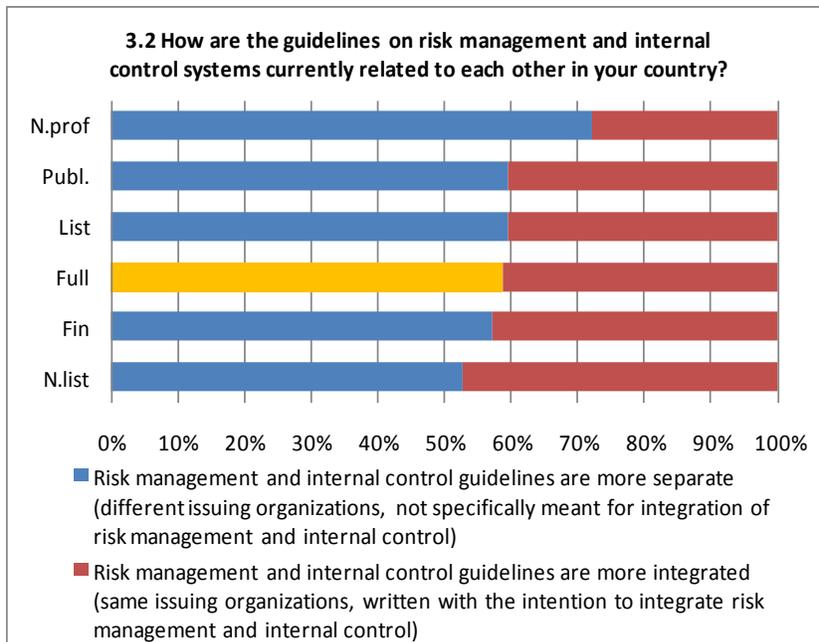
**Not-for-profit organizations;** AA; AICPA; APRA; ASIC; Australian Standards 31000 RM 2009; bank of Nigeria/corporate affair commission; Canadian Securities Administrators; Charity Commission of England & Wales' website; CNDCEC, Not for profit bodies; COBIT; code for non-profit organisations; Combined Code on Corporate Governance; Commissioner of Charities; CONSOB, Italian Charity Commission; Contraloría General de Cuentas; Corporate Affairs Commission (CAC); COSO Internal Controls Framework; Donors and Financiers; Dutch Institute of Chartered Accountants; Financial Accounting Standards Board; GASB, US Government, IRS, ; Ghana AIDS commission; Government charity regulators, ATO; Guidance by BID, USAID and others; HIPAA, PCI, ISO; Hong Kong Government; IIA; Income Tax Ordinance, 2001. Federal Board of Revenue/Federal Government; INK; Institute for Risk Management of South Africa; International Professional Practice Framework; IRS; ISACA, IIA, COSO; ISO standards, Aged Care Standards Association; Mexican Code of best Corporate Practices; National Council of NGOs; NGO Affairs Bureau / Govt Fund Disbursement Regulator (quasi) ; NGO's council; NGOs/INGOs; Providers of funds CICA; Salvation Army; The Institute of Chartered Accountants of India; UK Charities commission; US Government and Federal Government of Nigeria; US government-SEC regulations, GAAP ; внутренний контроль

### 3.2 How are the guidelines on risk management and internal control systems currently related to each other in your country?

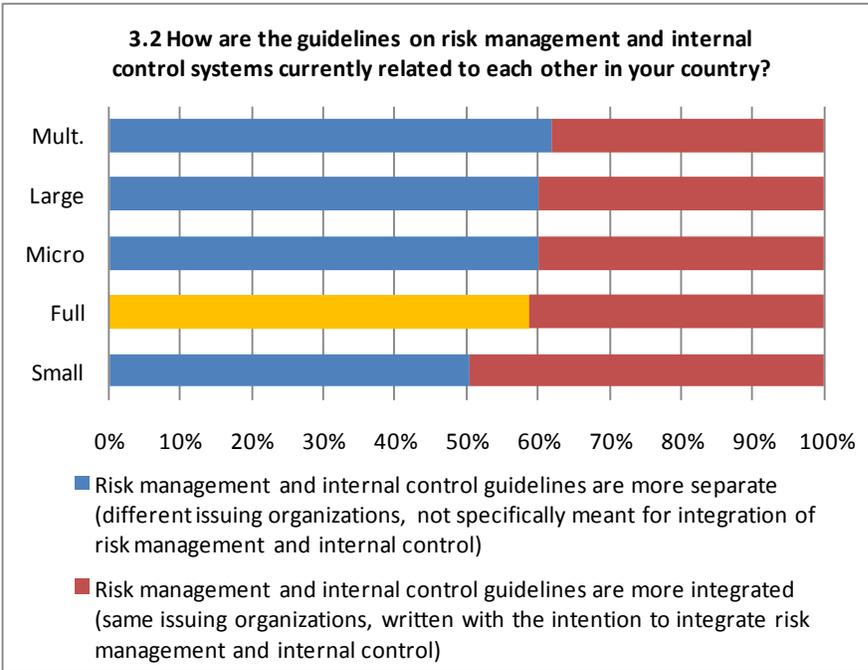
From a country/jurisdiction perspective:



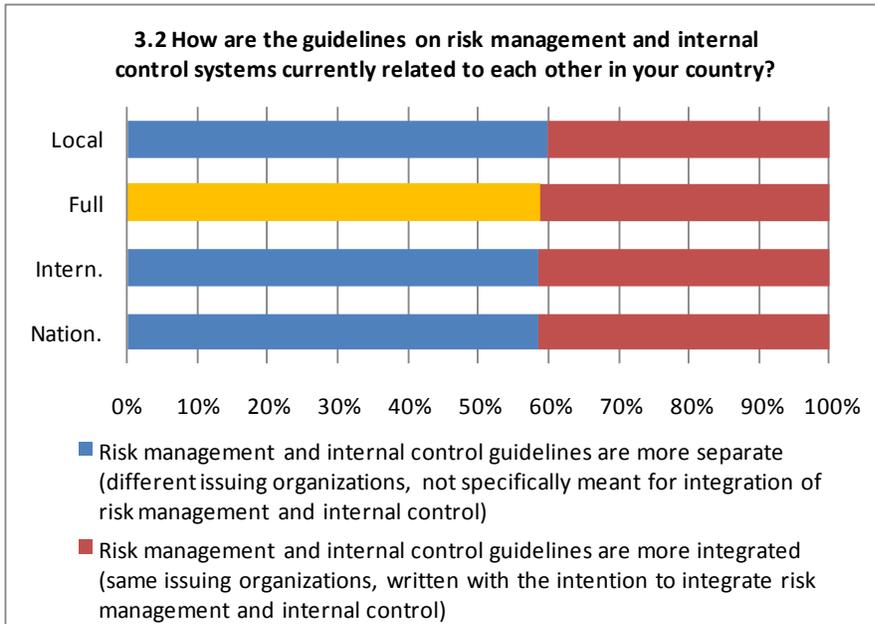
From a type of organization perspective:



**Based on the size of the respondent's organization:**



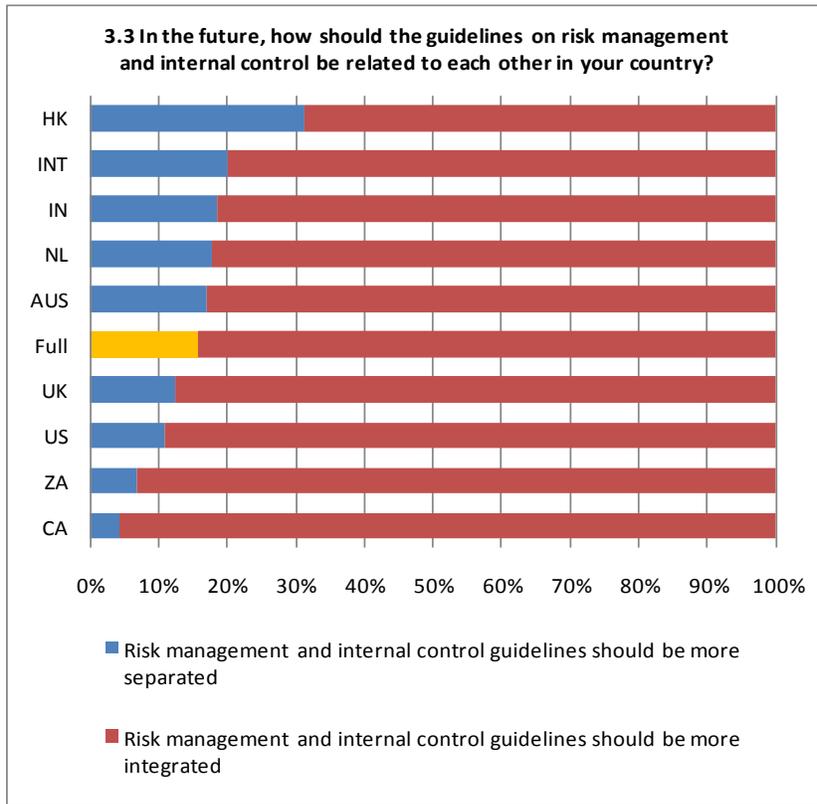
**Based on the geographical orientation of the respondent's organization:**



3.2 a) **Please provide additional information to better understand your assessment**

**3.3 In the future, how should the guidelines on risk management and internal control be related to each other in your country?**

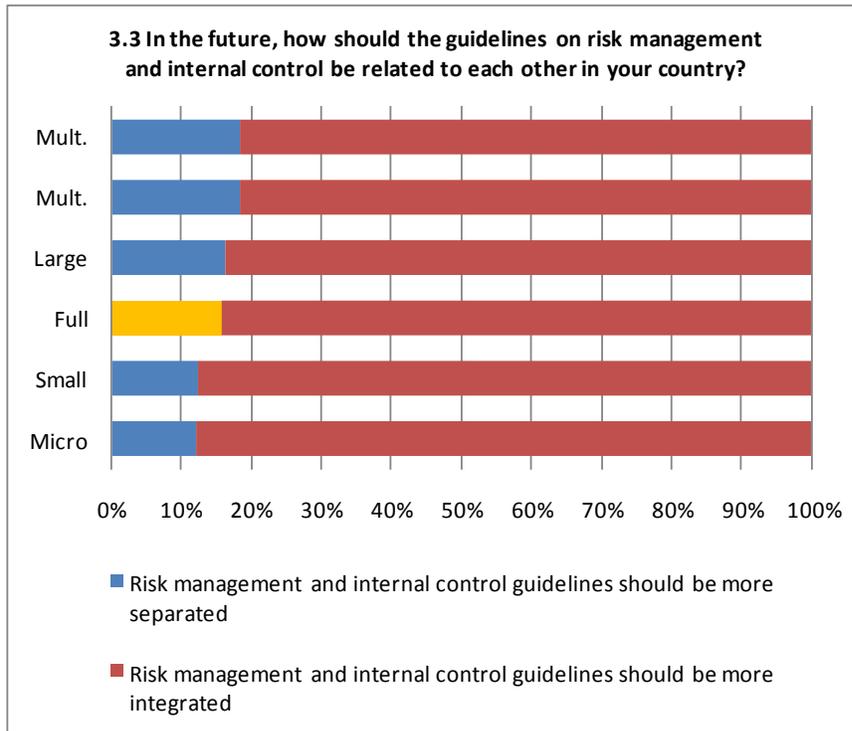
**From a country/jurisdiction perspective:**



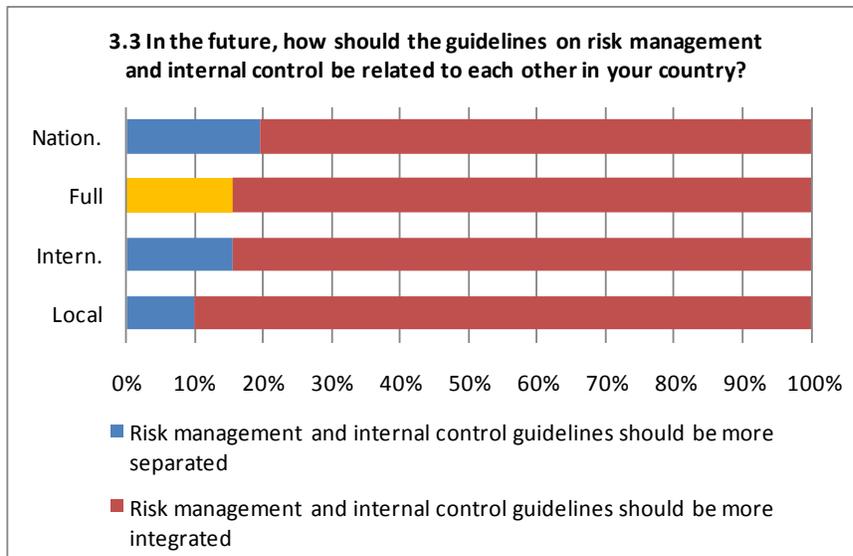
**From a type of organization perspective:**



**Based on the size of the respondent's organization:**

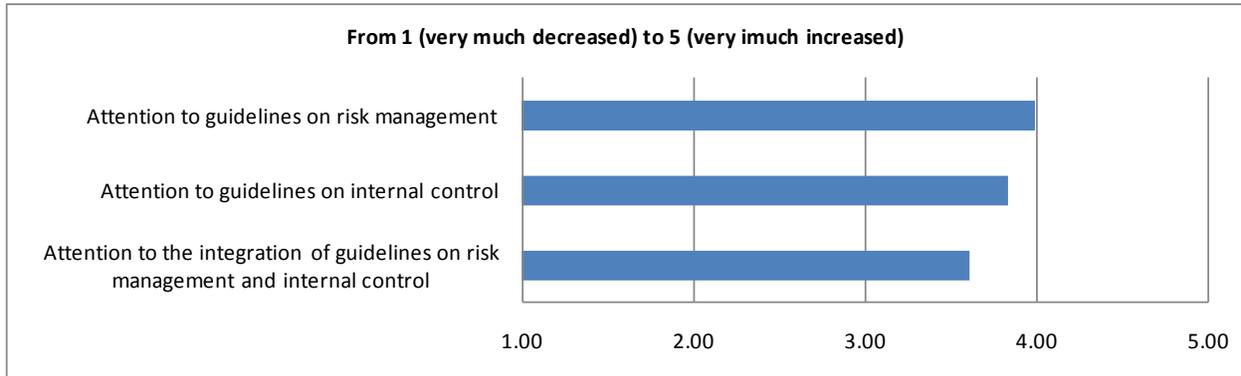


**Based on the geographical orientation of the respondent's organization:**



3.3 a) **Please provide additional information to better understand your assessment**

3.4 Compared to two years ago, has the attention to guidelines on risk management and internal control—as well as the attention to their integration—increased or decreased in your country or jurisdiction?

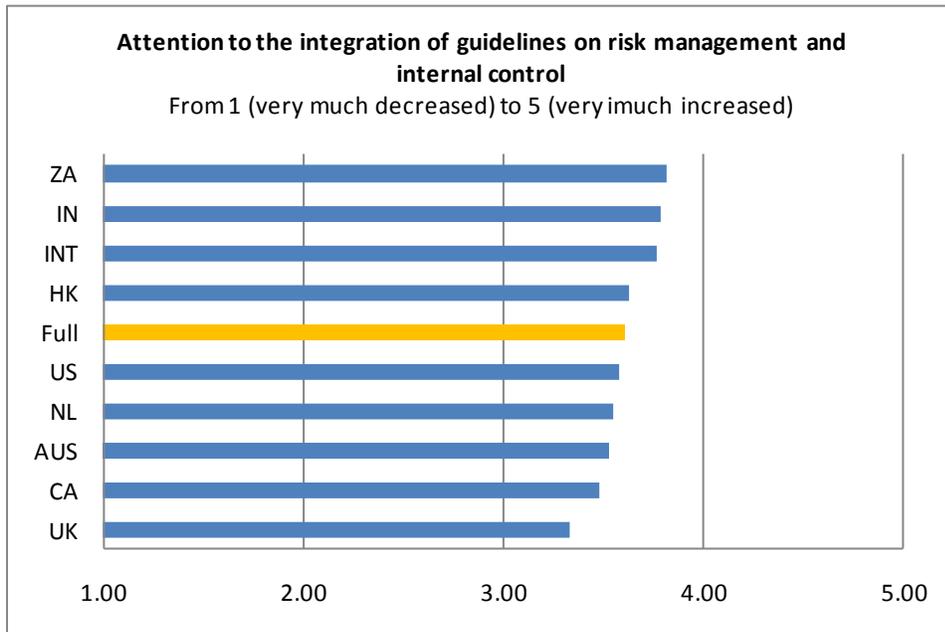
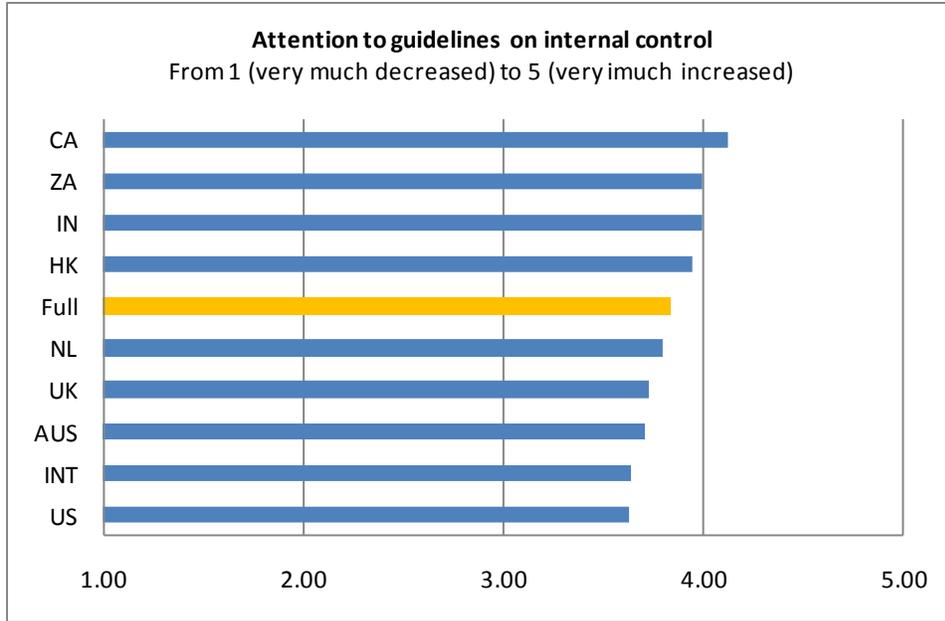


3.4 Compared to two years ago, has the attention to guidelines on risk management and internal control—as well as the attention to their integration—increased or decreased in your country or jurisdiction?

From a country/jurisdiction perspective:

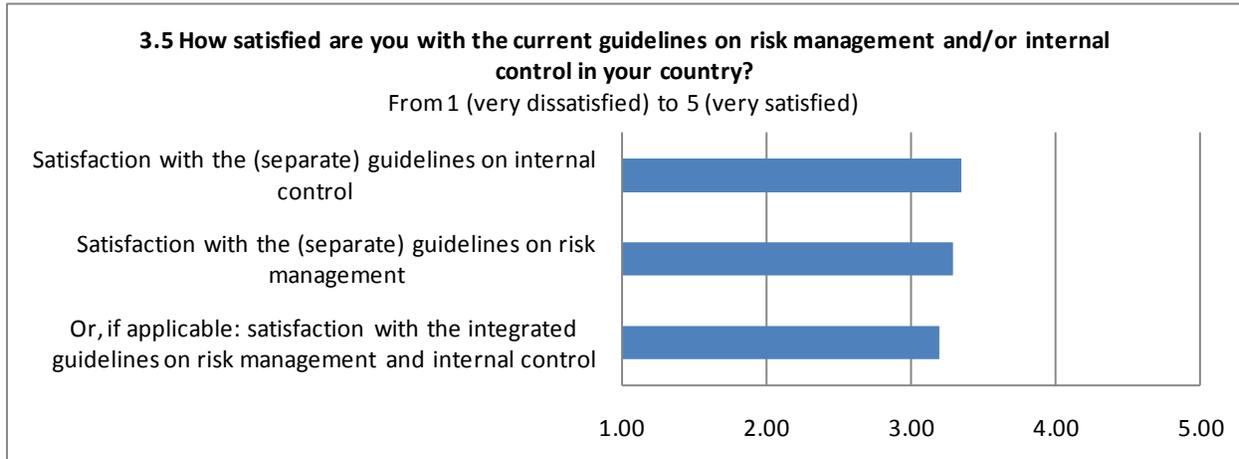


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FULL SURVEY RESULTS



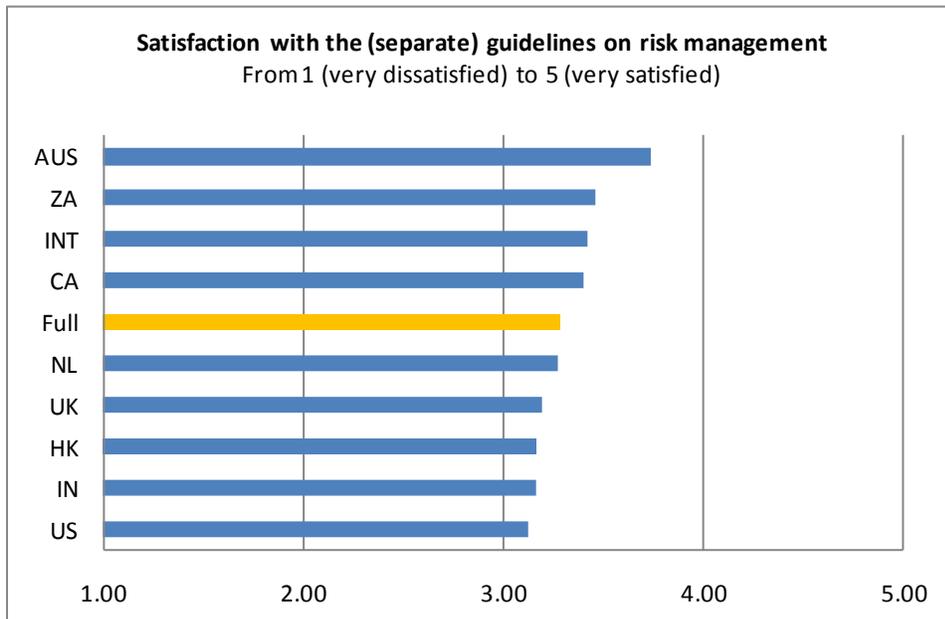
3.4 a) **What are the reasons / causes for this increased or decreased attention?**

**3.5 How satisfied are you with the current guidelines on risk management and/or internal control in your country?**

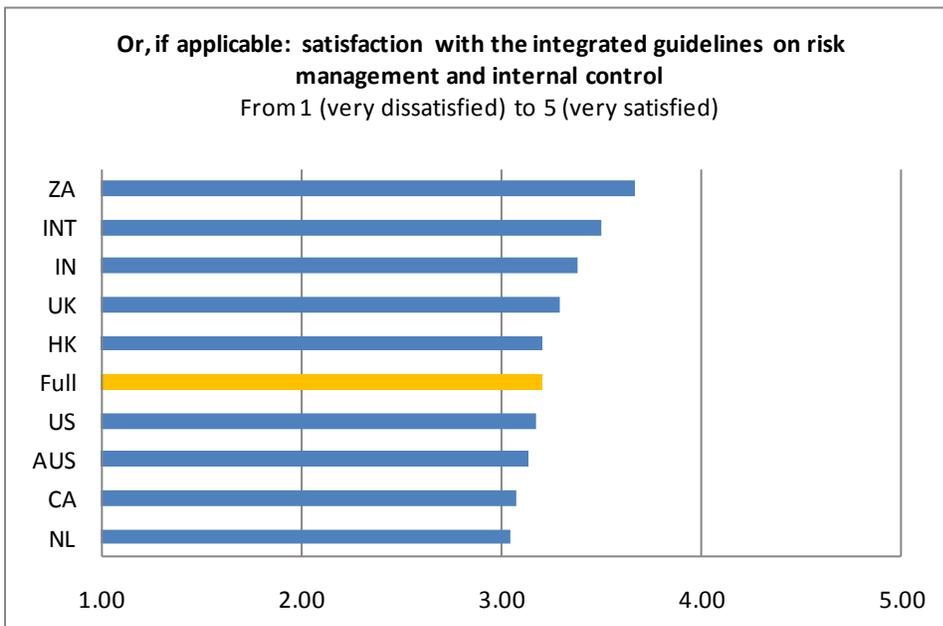
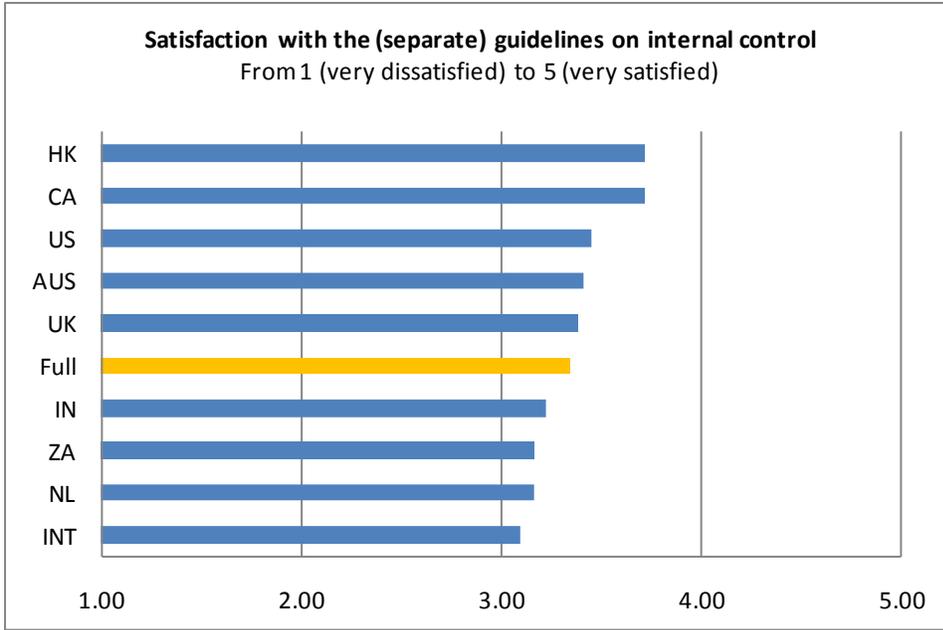


**3.5 How satisfied are you with the current guidelines on risk management and/or internal control in your country?**

**From a country/jurisdiction perspective:**

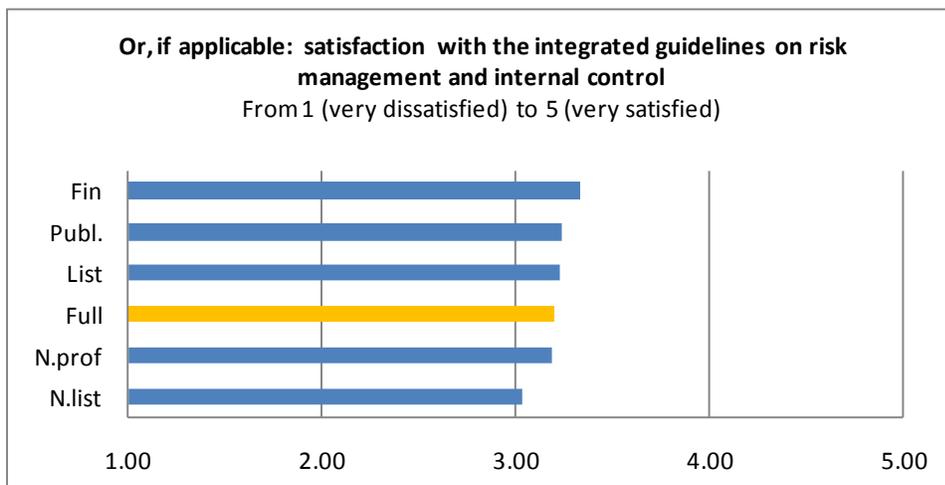
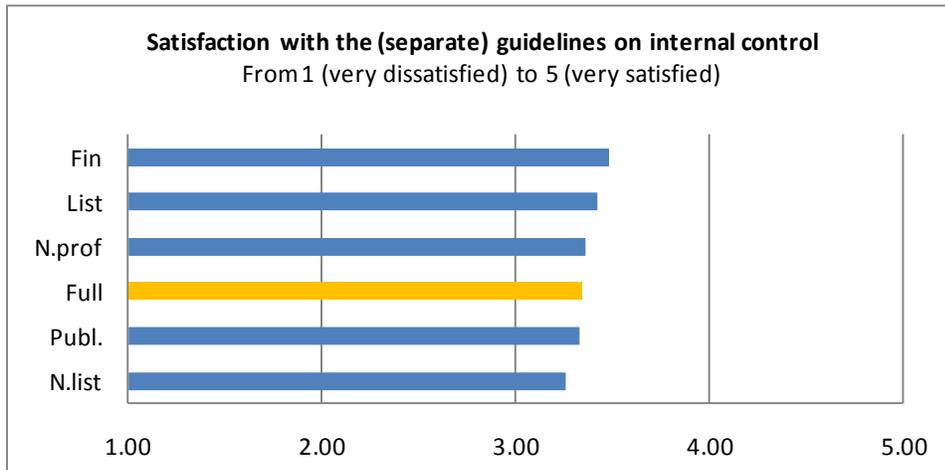
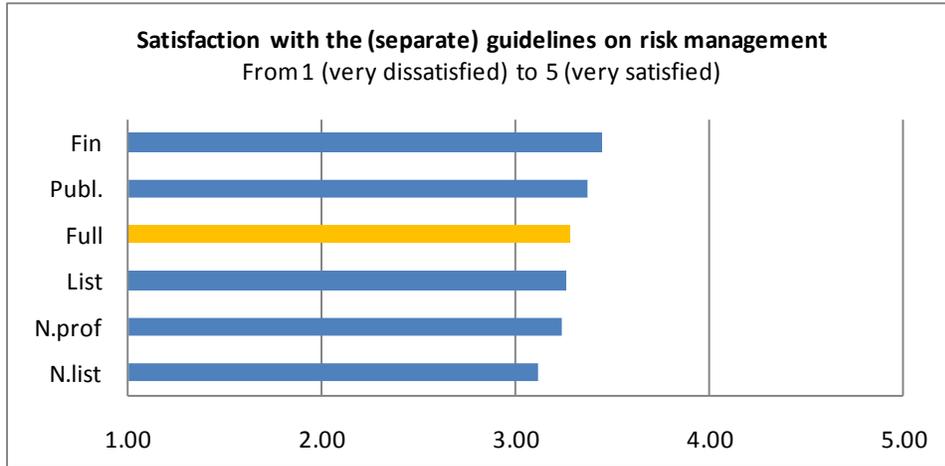


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FULL SURVEY RESULTS



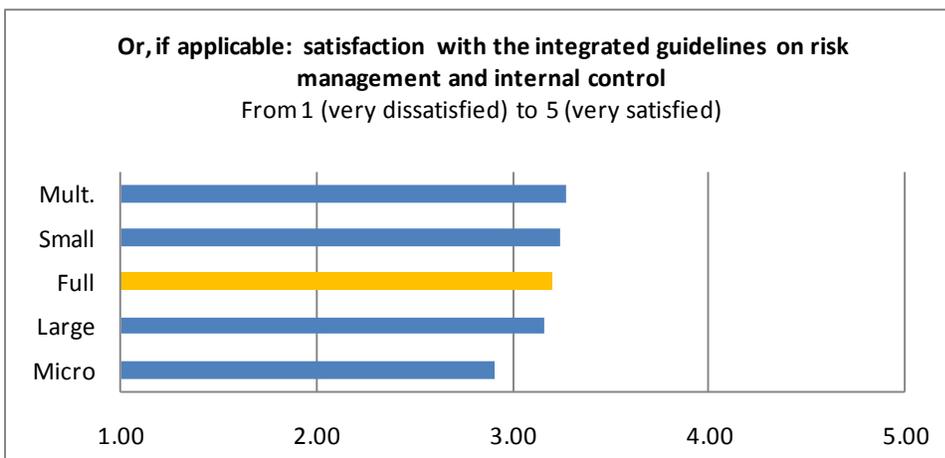
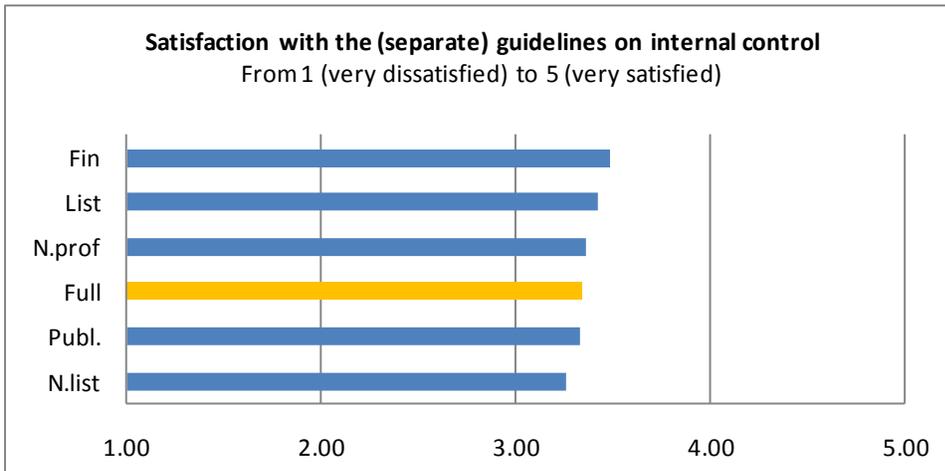
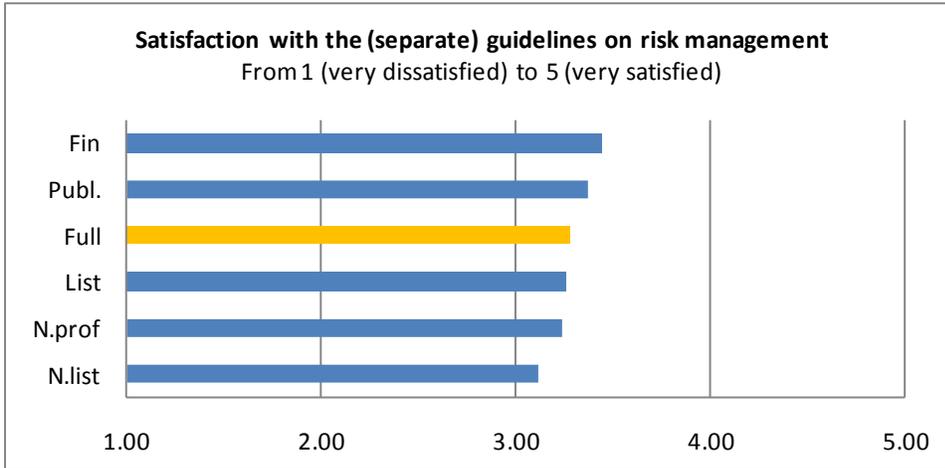
3.5 **How satisfied are you with the current guidelines on risk management and/or internal control in your country?**

**From a type of organization perspective:**



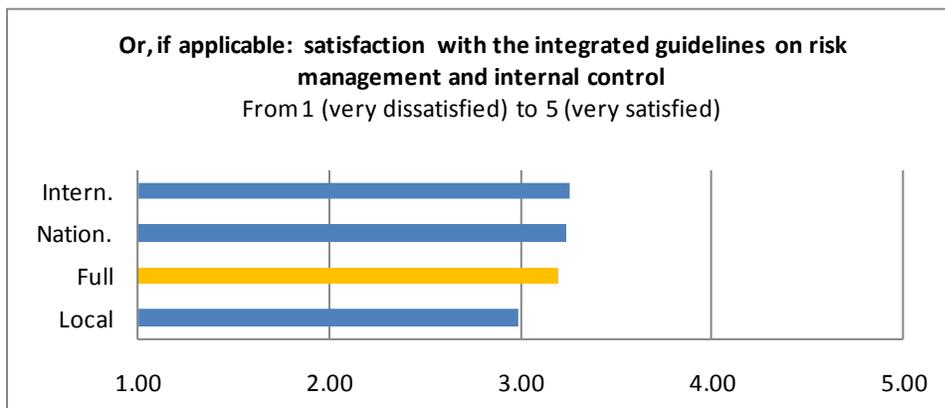
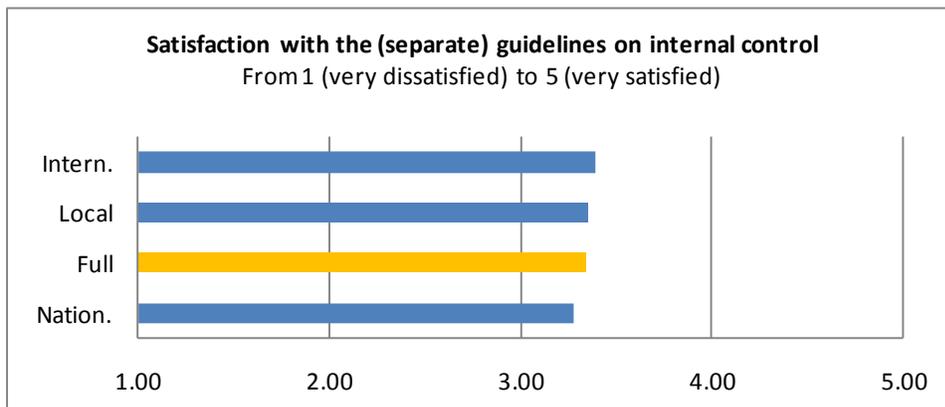
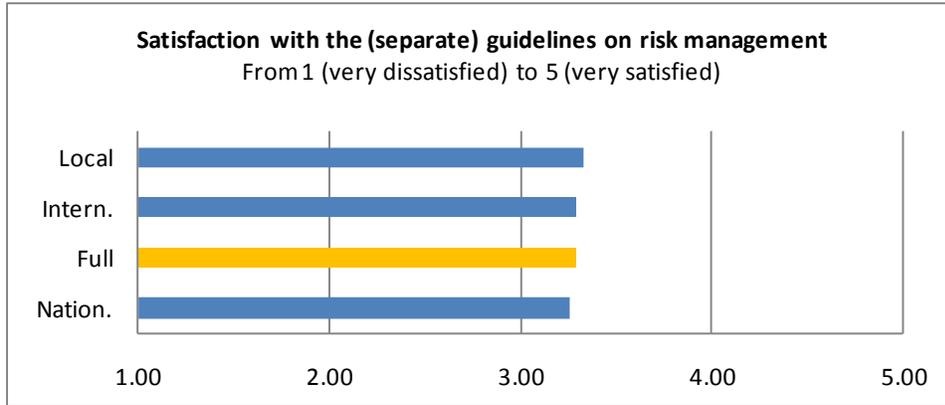
3.5 How satisfied are you with the current guidelines on risk management and/or internal control in your country?

Based on the size of the respondent's organization:



**3.5 How satisfied are you with the current guidelines on risk management and/or internal control in your country?**

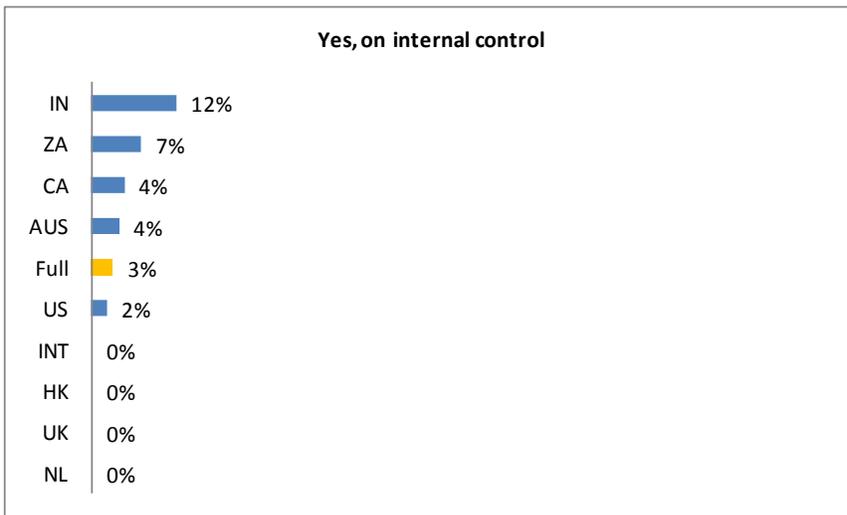
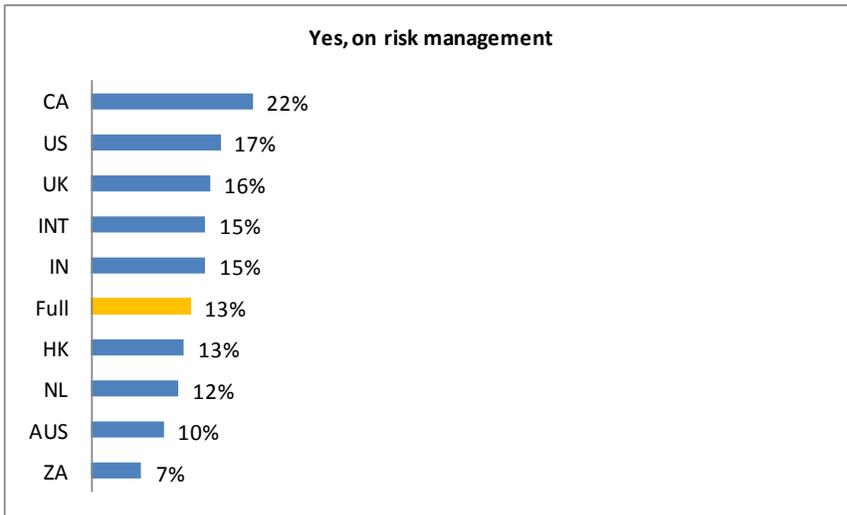
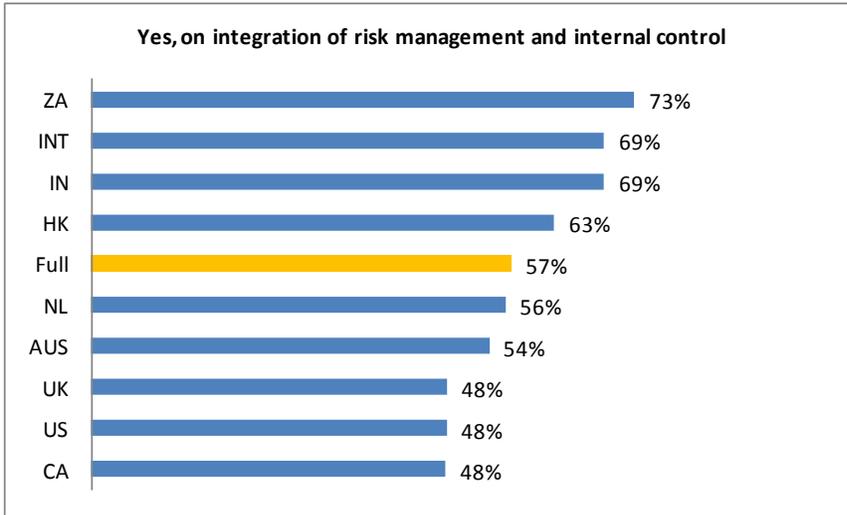
**Based on the geographical orientation of the respondent's organization:**



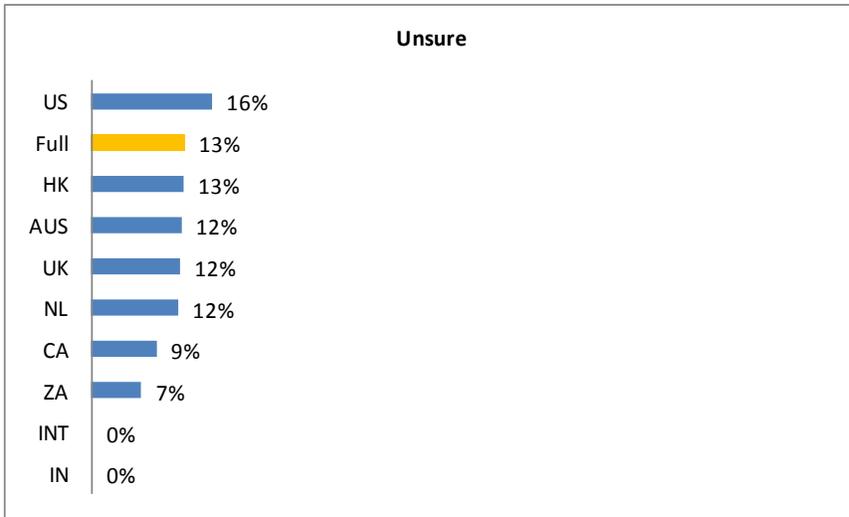
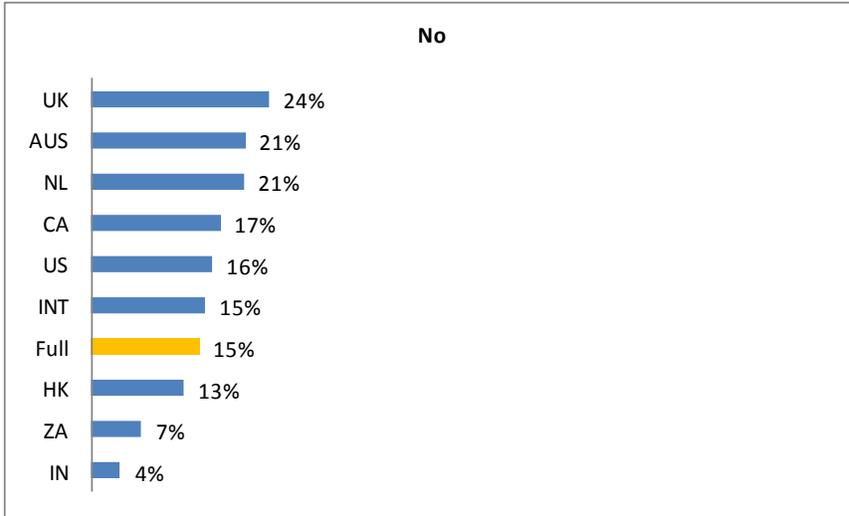
- 3.5 a) **What are the main strengths of the current guidelines on risk management and/or internal control in your country?**
- 3.5 b) **What are the main weaknesses of the current guidelines on risk management and/or internal control in your country?**
- 3.5 c) **What actions are needed to further improve the guidelines on risk management and/or internal control in your country?**

3.6 **Would additional guidelines be useful?**

**From a country/jurisdiction perspective:**

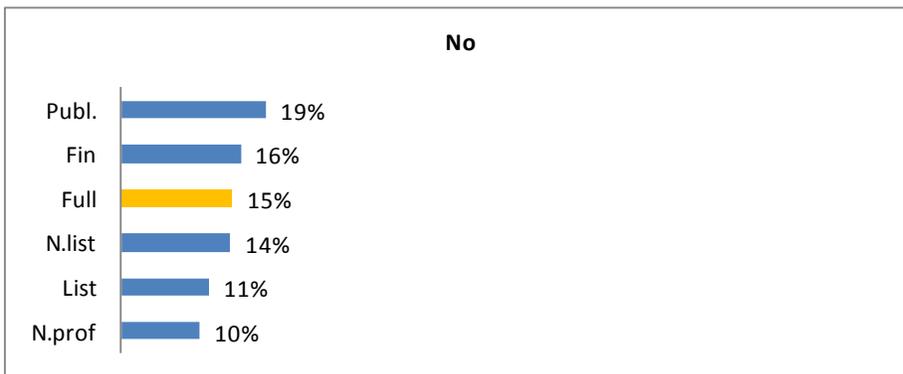
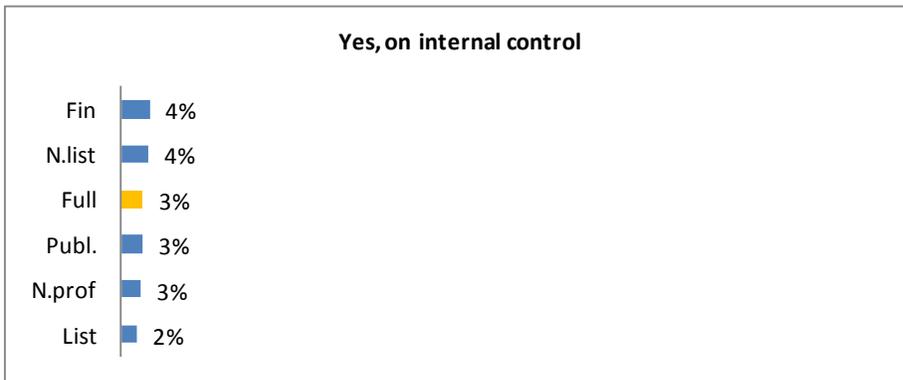
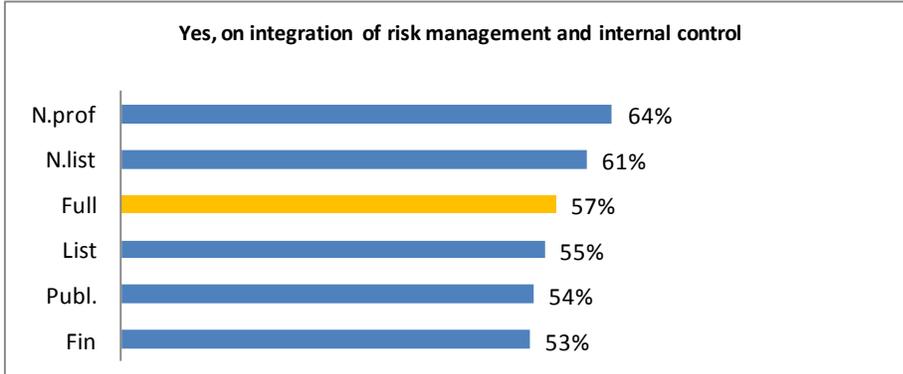


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FULL SURVEY RESULTS

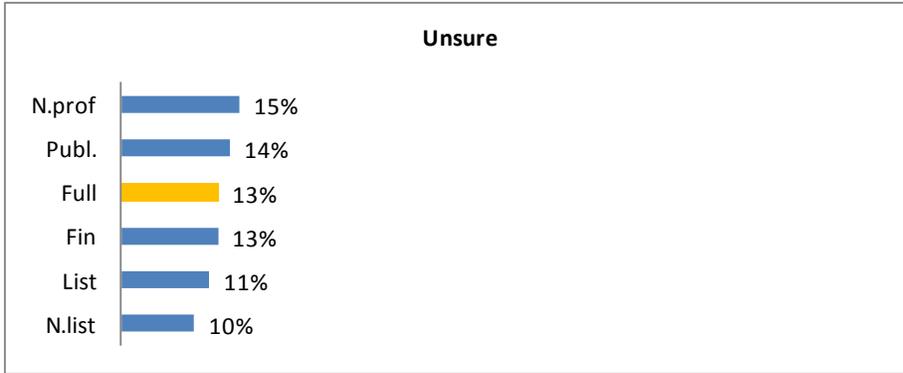


### 3.6 Would additional guidelines be useful?

From a type of organization perspective:

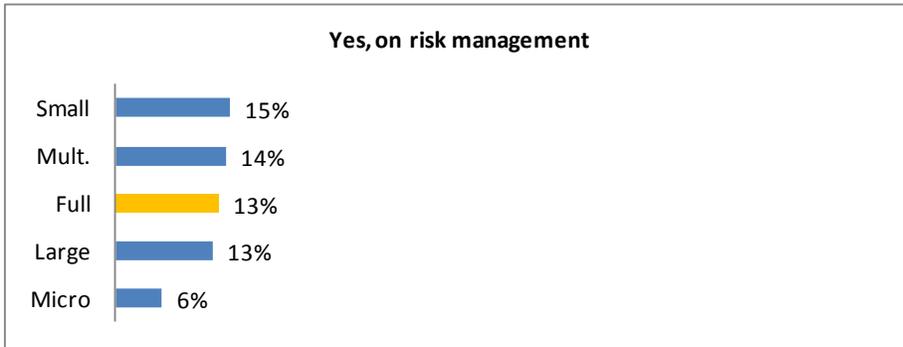
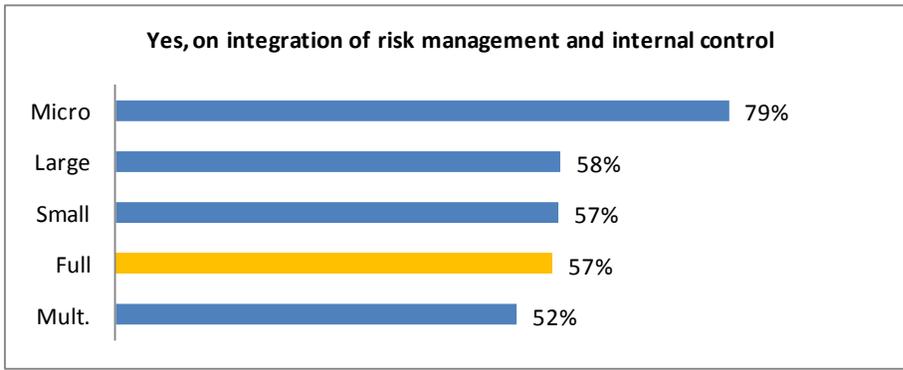


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FULL SURVEY RESULTS

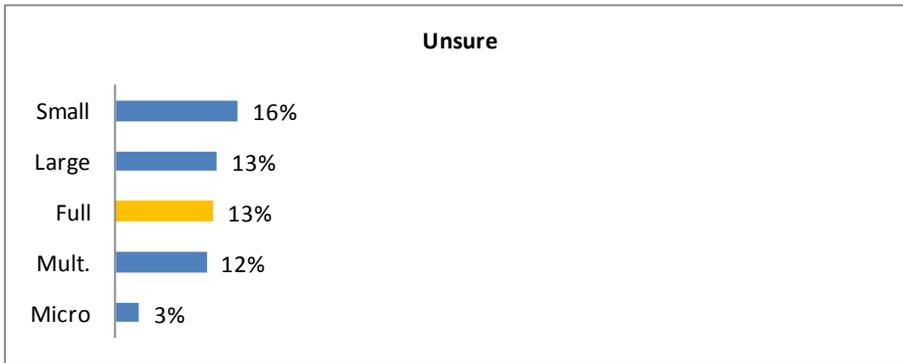
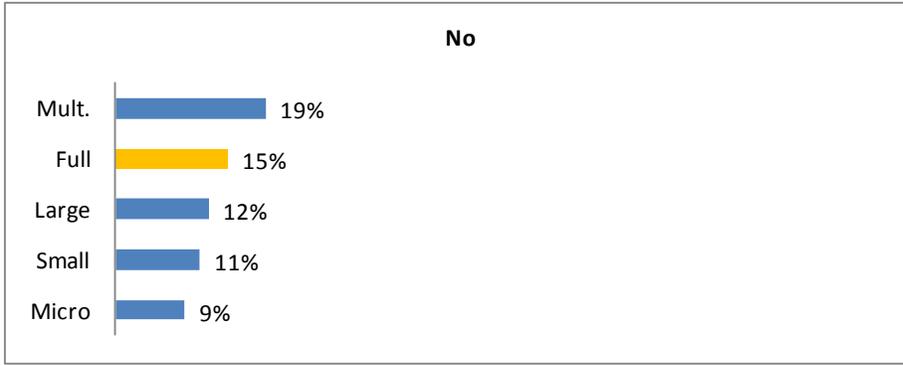


**3.6 Would additional guidelines be useful?**

**Based on the size of the respondent's organization:**

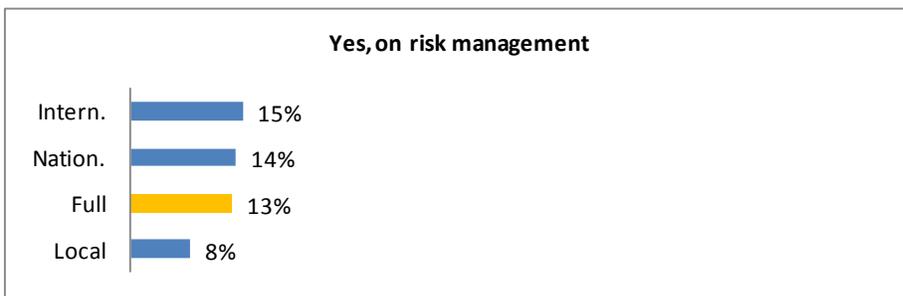
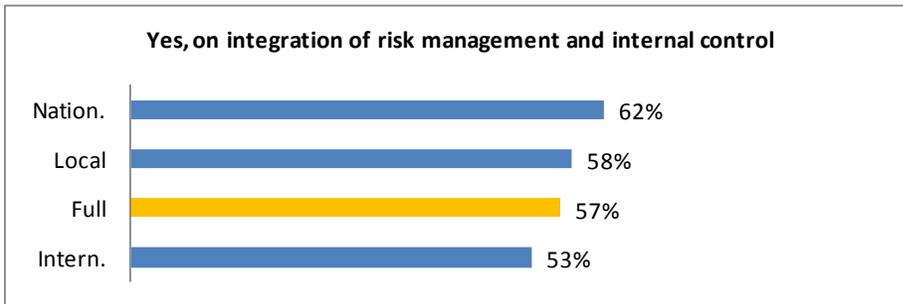


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS

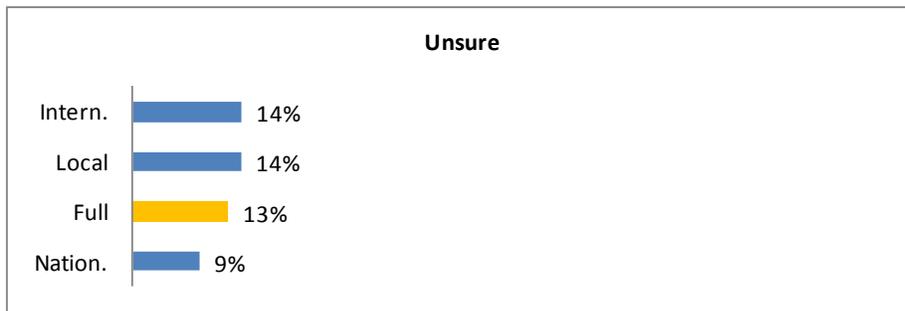
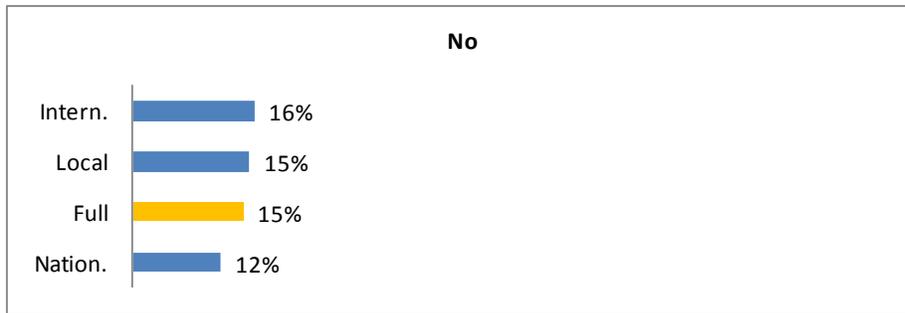
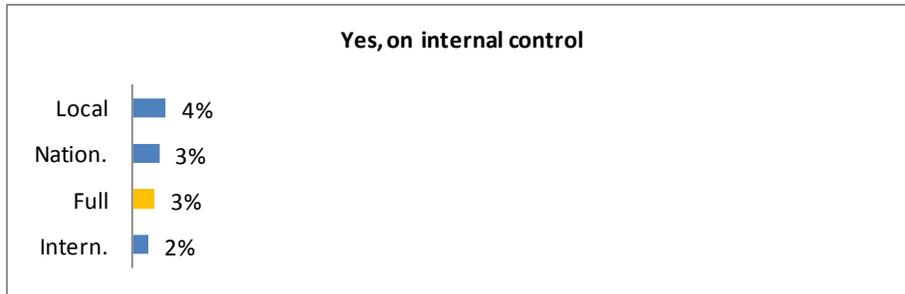


**3.6 Would additional guidelines be useful?**

**Based on the geographical orientation of the respondent's organization:**



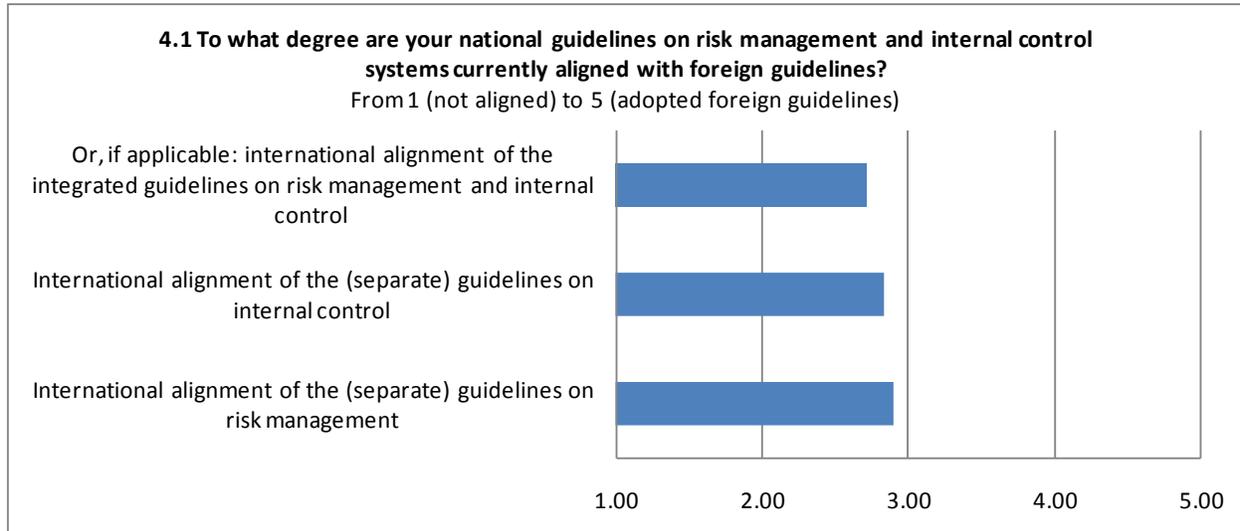
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3.6 a) **If yes, what kind of additional guidelines on risk management and/or internal control would be useful?**

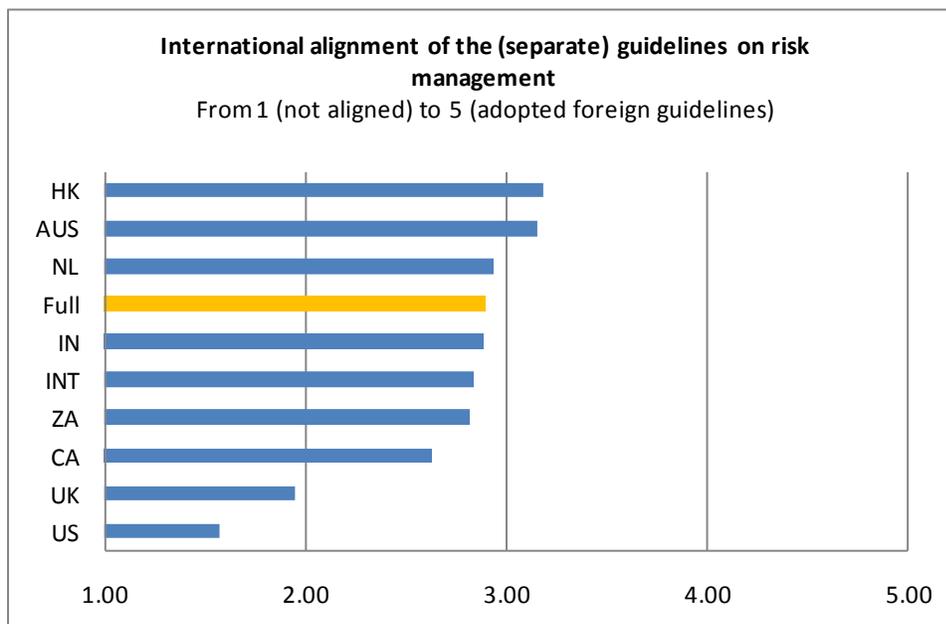
## Section 4: International Alignment of Risk Management and Internal Control Guidelines

### 4.1 To what degree are your national guidelines on risk management and internal control systems currently aligned with foreign guidelines?

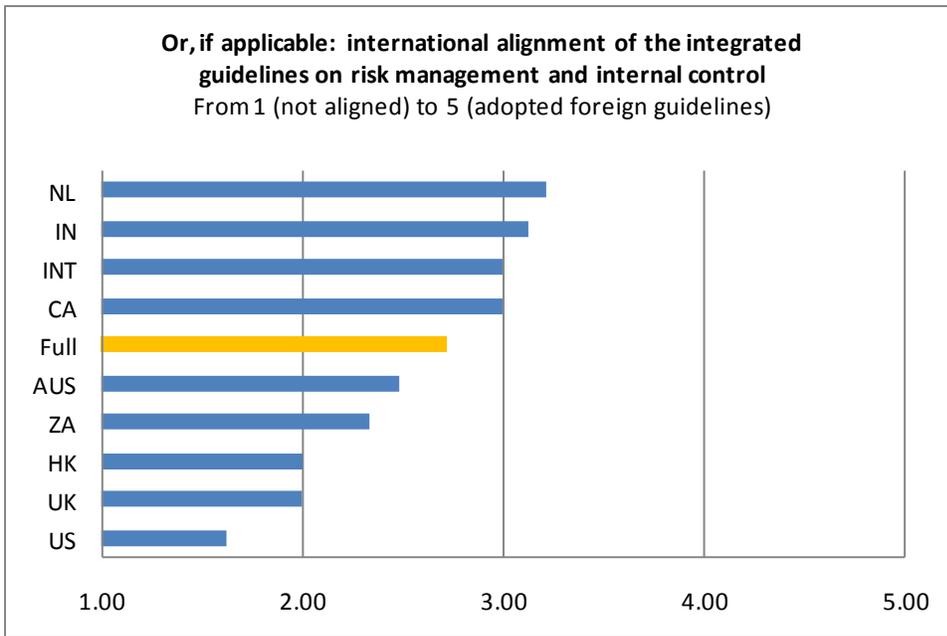
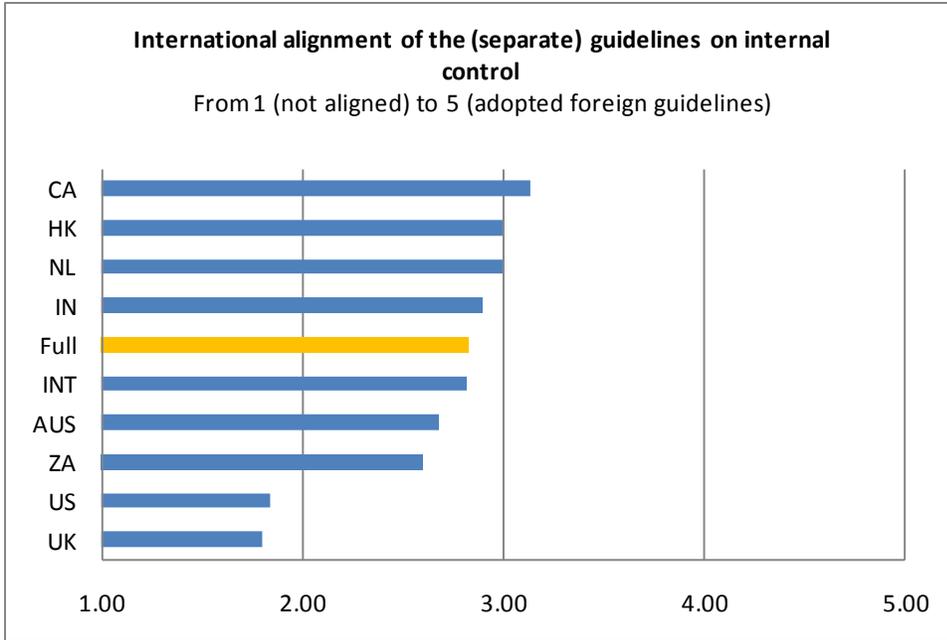


### 4.1 To what degree are your national guidelines on risk management and internal control systems currently aligned with foreign guidelines?

From a country/jurisdiction perspective:

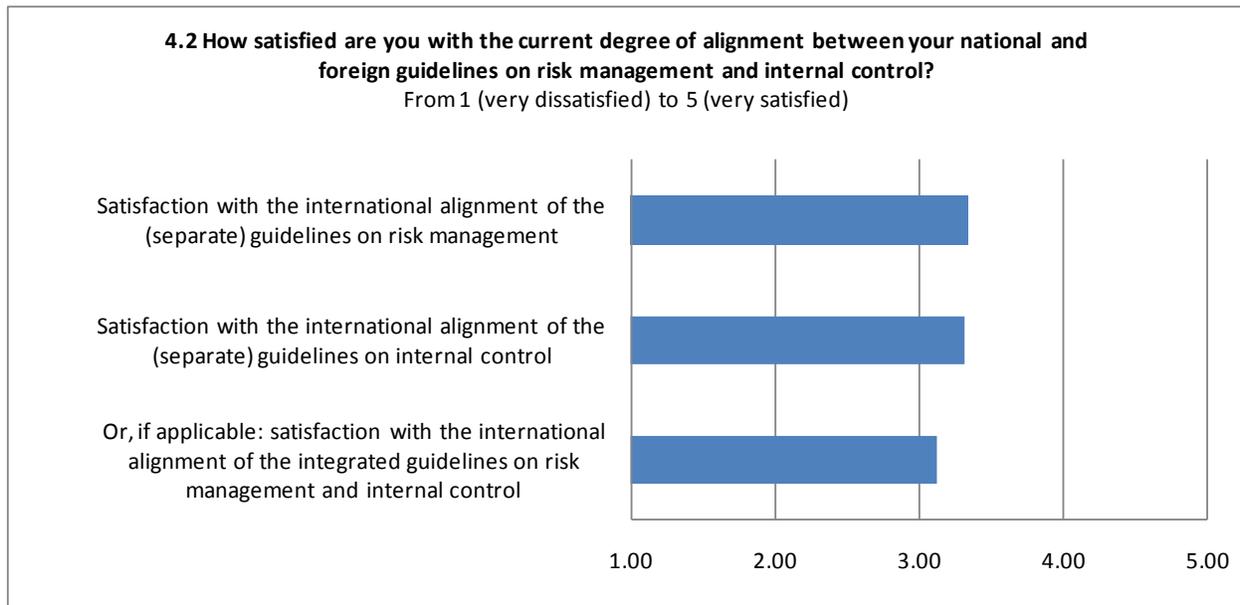


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
 FULL SURVEY RESULTS



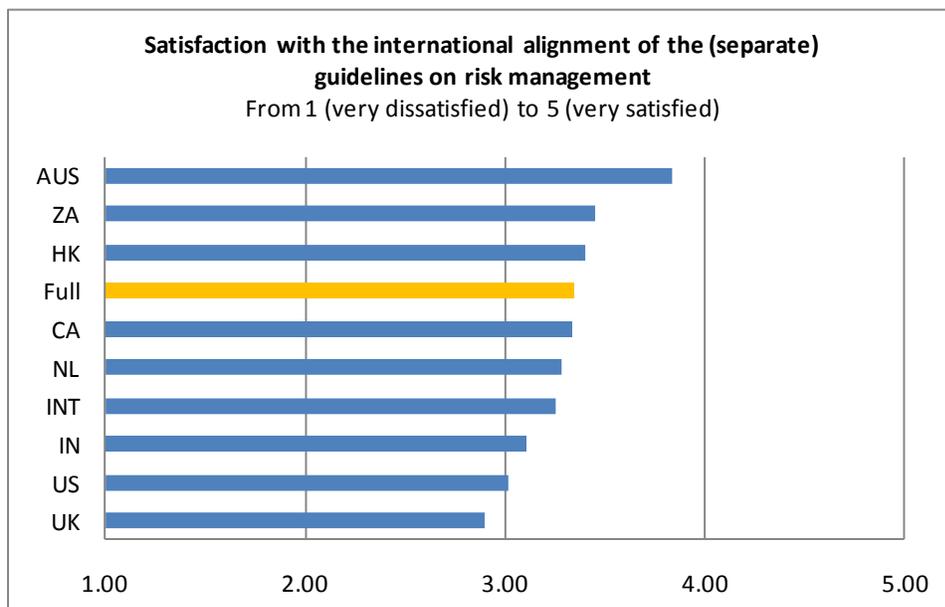
4) 4.1 a) **Please provide additional information to better understand your assessment**

4.2 **How satisfied are you with the current degree of alignment between your national and foreign guidelines on risk management and internal control?**

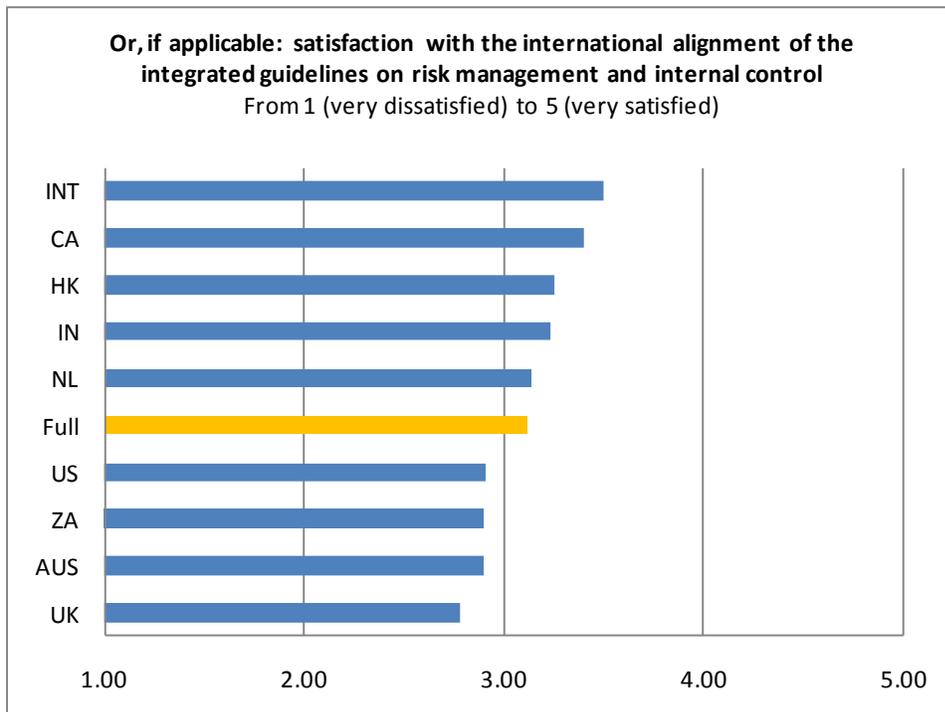
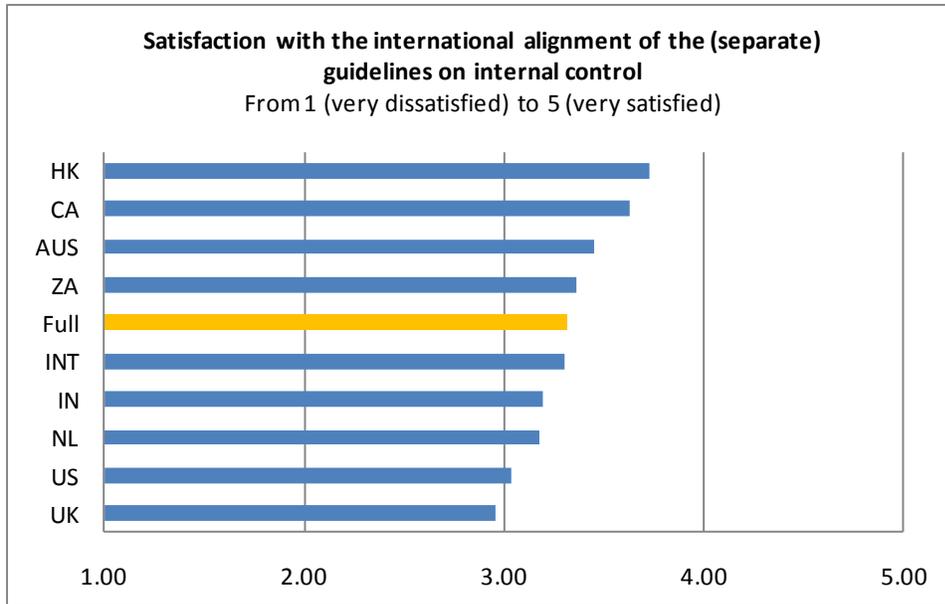


4.2 **How satisfied are you with the current degree of alignment between your national and foreign guidelines on risk management and internal control?**

**From a country/jurisdiction perspective:**

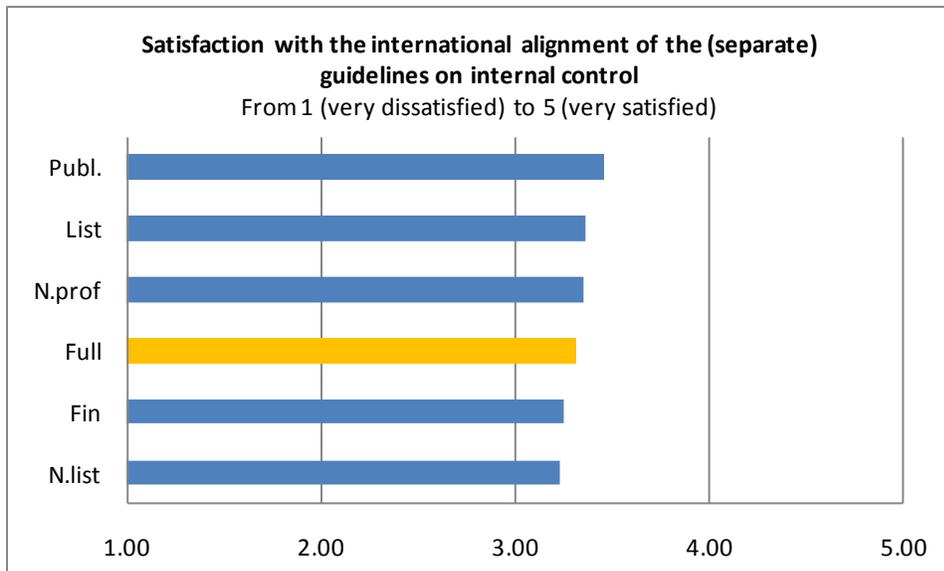
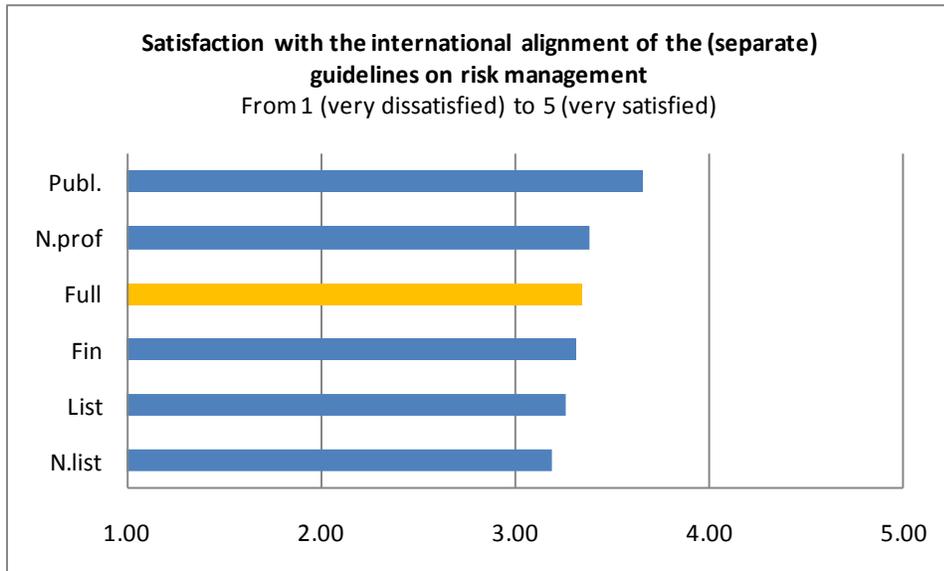


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS

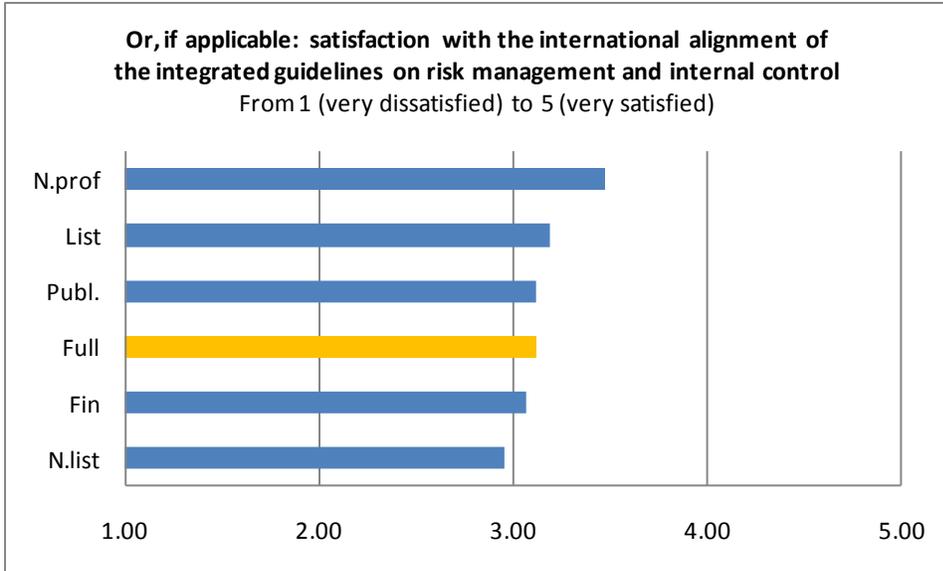


4.2 **How satisfied are you with the current degree of alignment between your national and foreign guidelines on risk management and internal control?**

**From a type of organization perspective:**

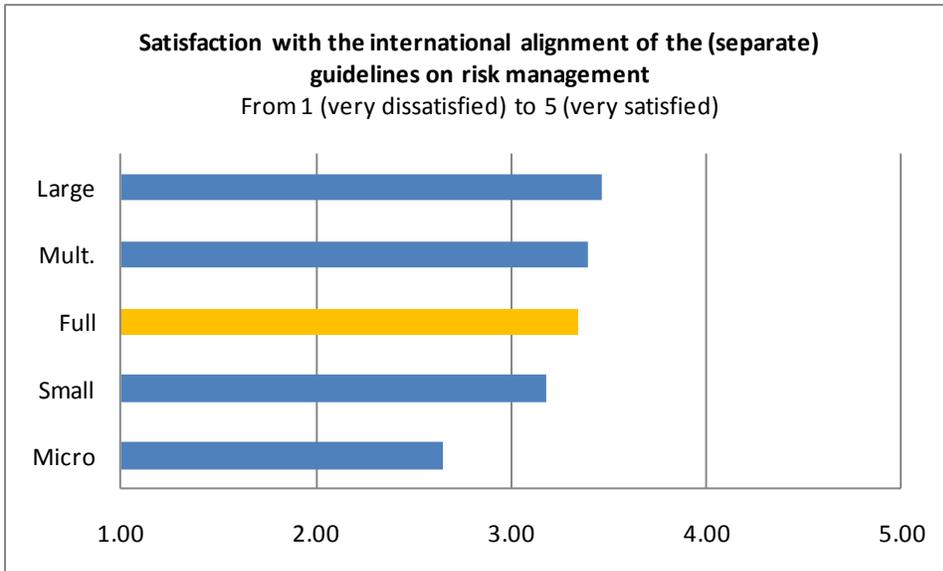


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS

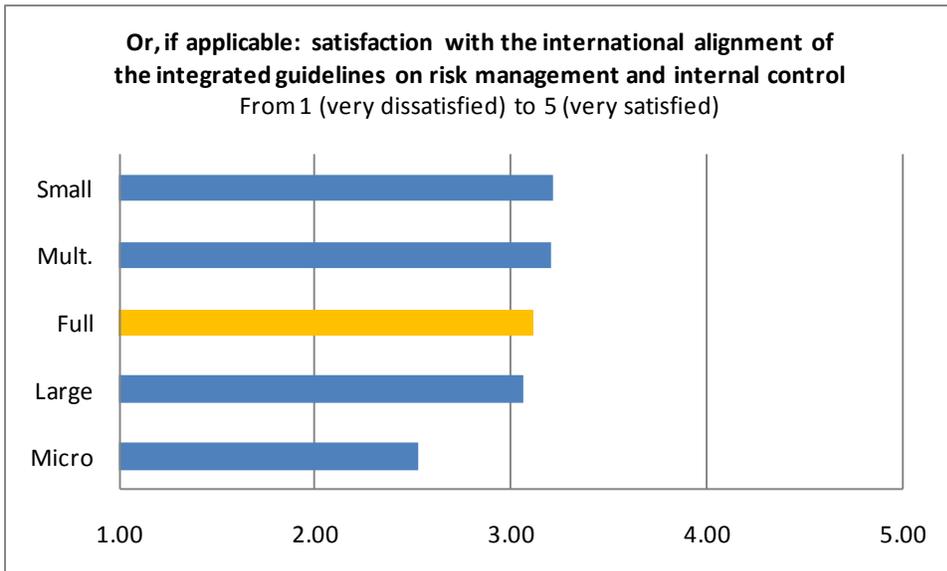
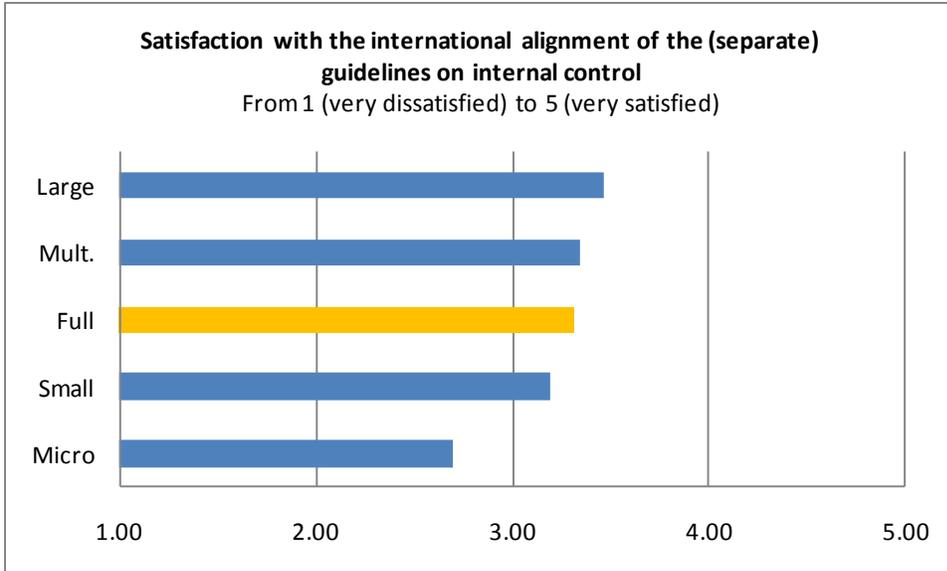


**4.2 How satisfied are you with the current degree of alignment between your national and foreign guidelines on risk management and internal control?**

**Based on the size of the respondent's organization:**

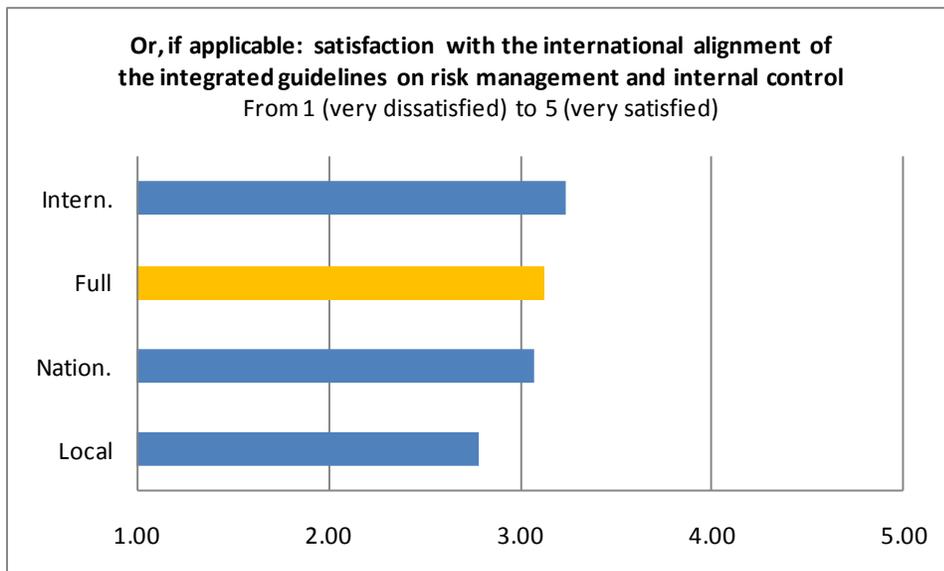
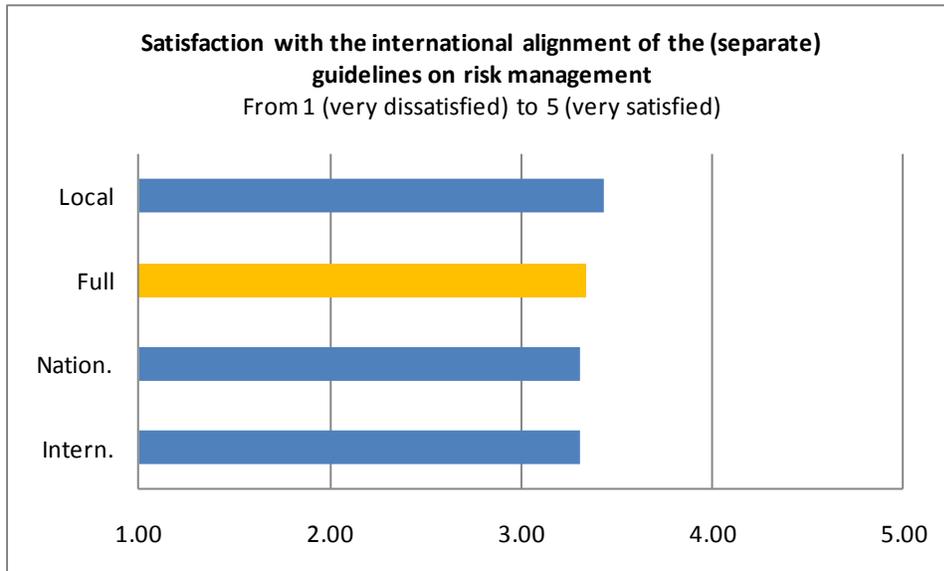


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS

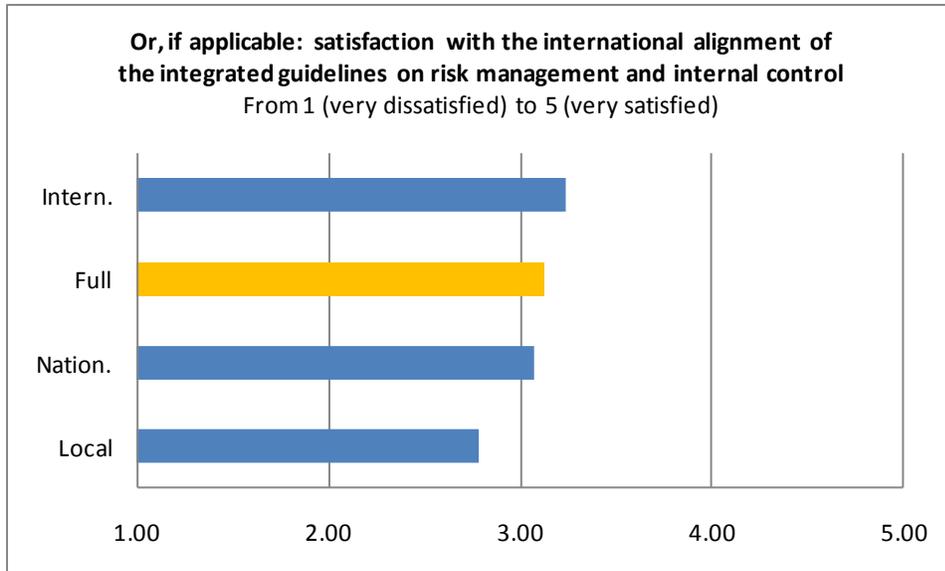


4.2 **How satisfied are you with the current degree of alignment between your national and foreign guidelines on risk management and internal control?**

**Based on the geographical orientation of the respondent's organization:**

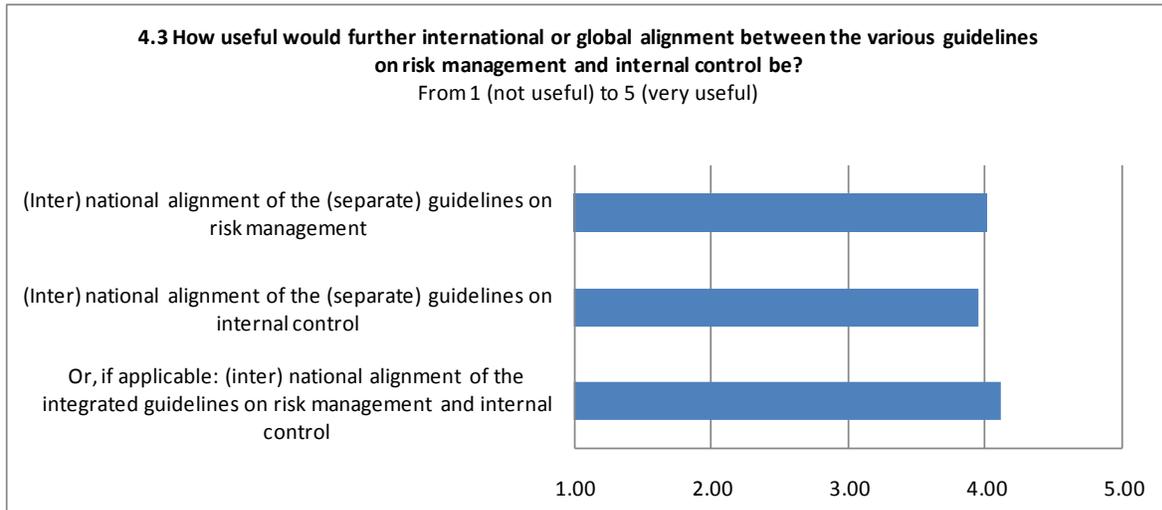


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS



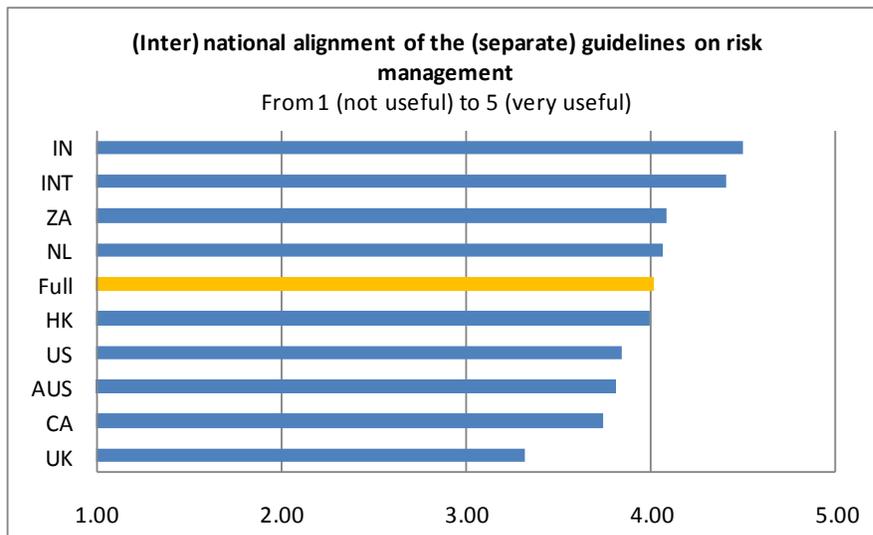
- 4.2 a) **What are the main positives of the current degree of alignment between your national and foreign guidelines on risk management and/or internal control?**
- 4.2 b) **What are the main negatives of the current degree of alignment between your national and foreign guidelines on risk management and/or internal control?**

4.3 **How useful would further international or global alignment between the various guidelines on risk management and internal control be?**

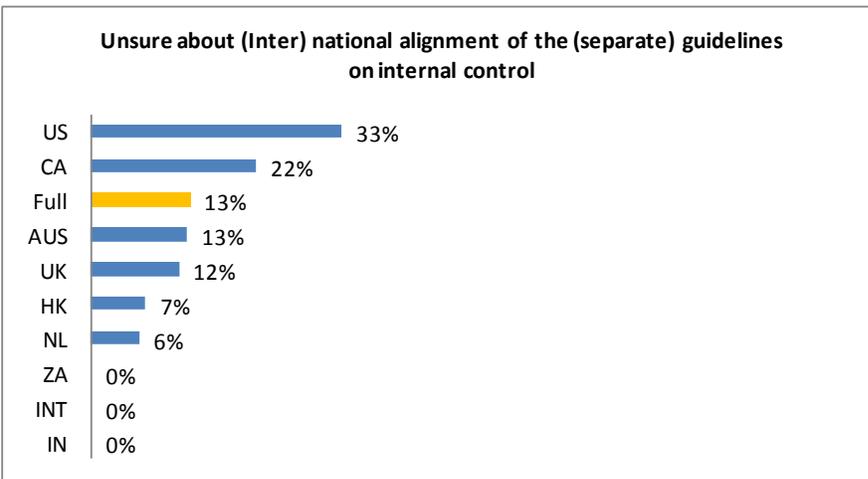
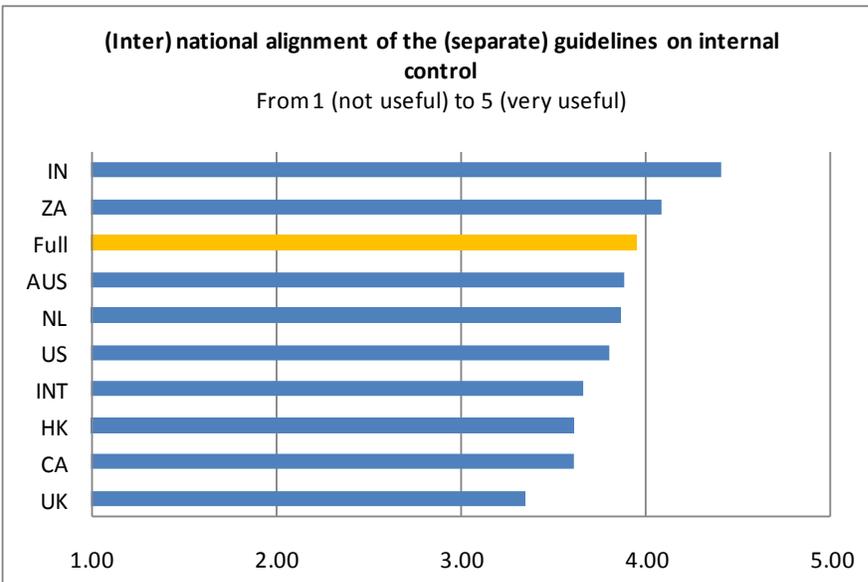
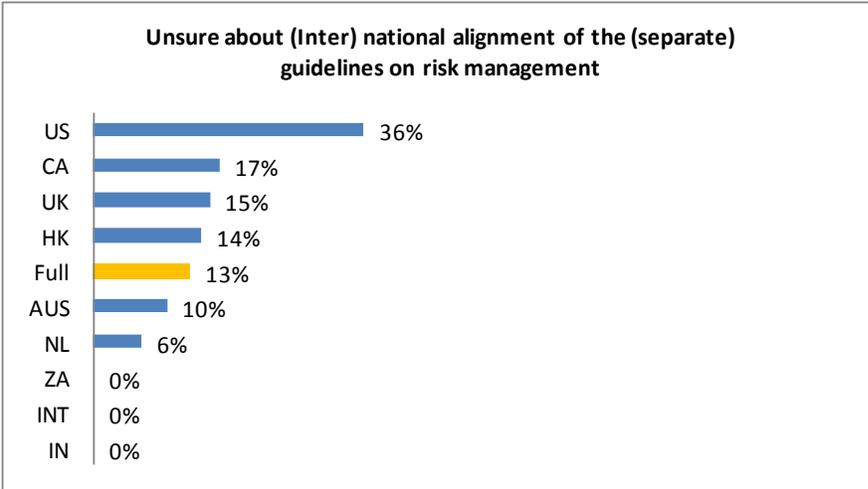


4.3 **How useful would further international or global alignment between the various guidelines on risk management and internal control be?**

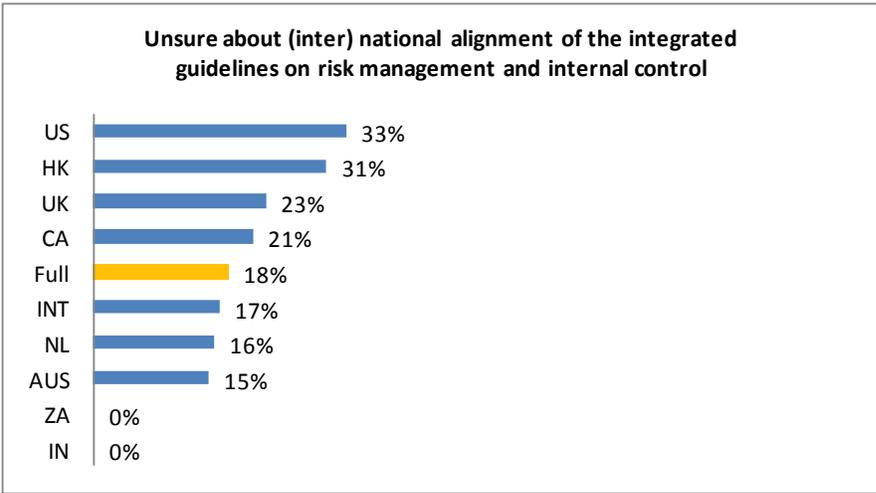
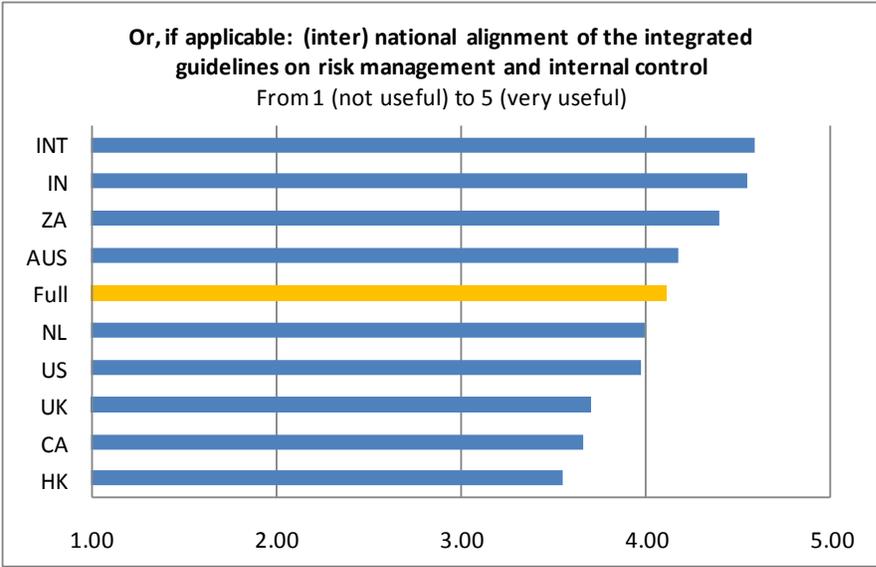
**From a country/jurisdiction perspective:**



GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS

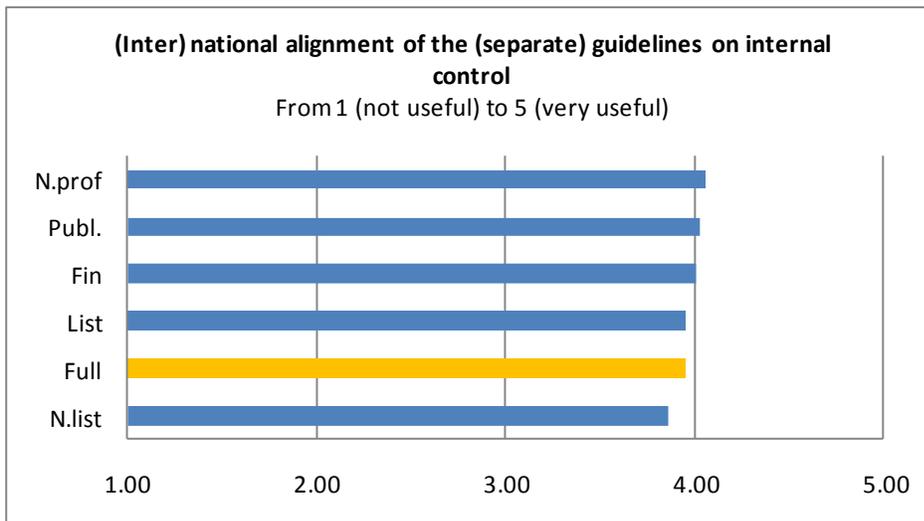
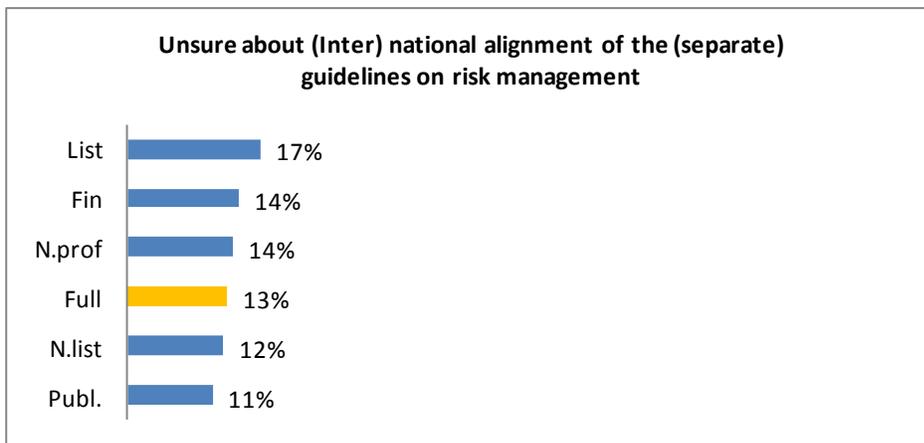
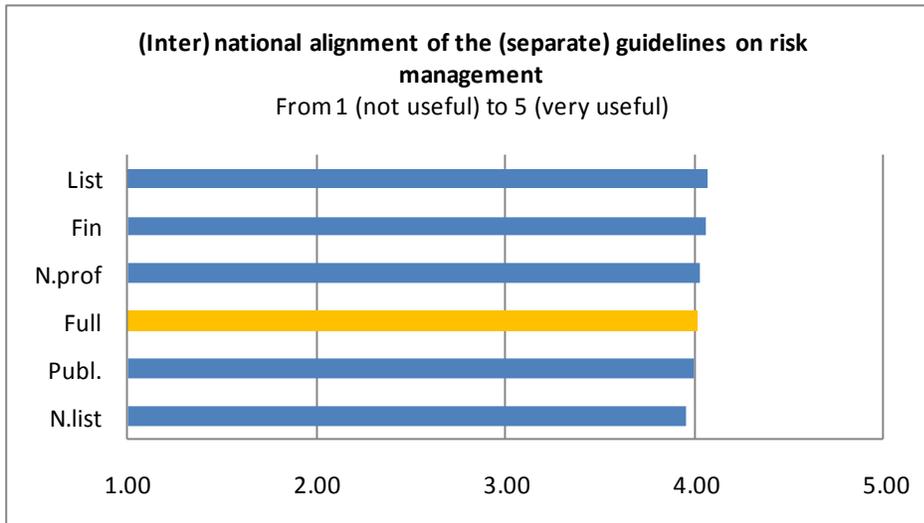


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
 FULL SURVEY RESULTS

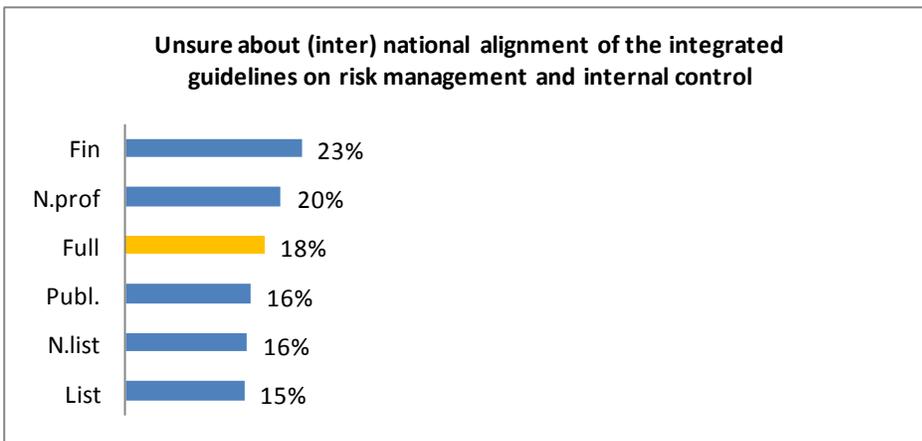
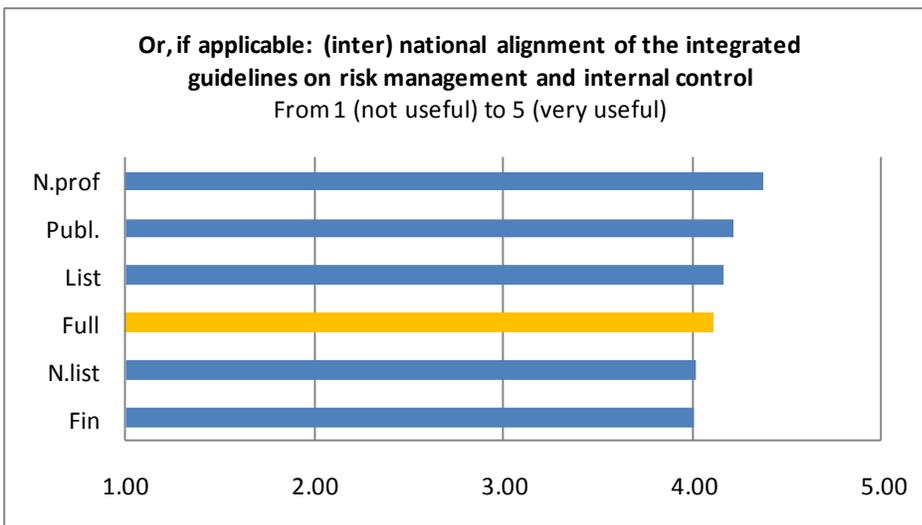
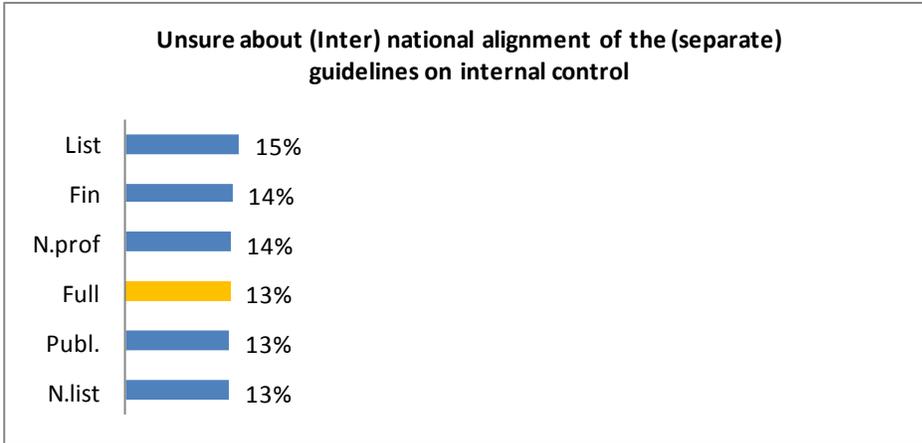


4.3 How useful would further international or global alignment between the various guidelines on risk management and internal control be?

From a type of organization perspective:

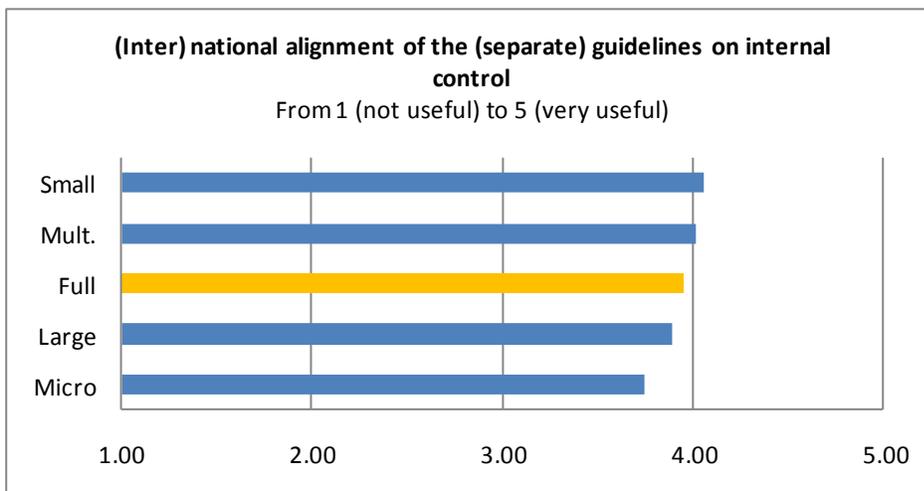
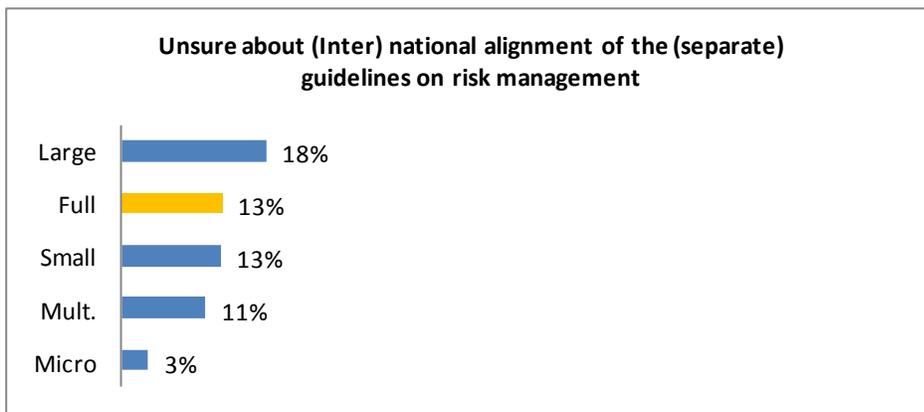
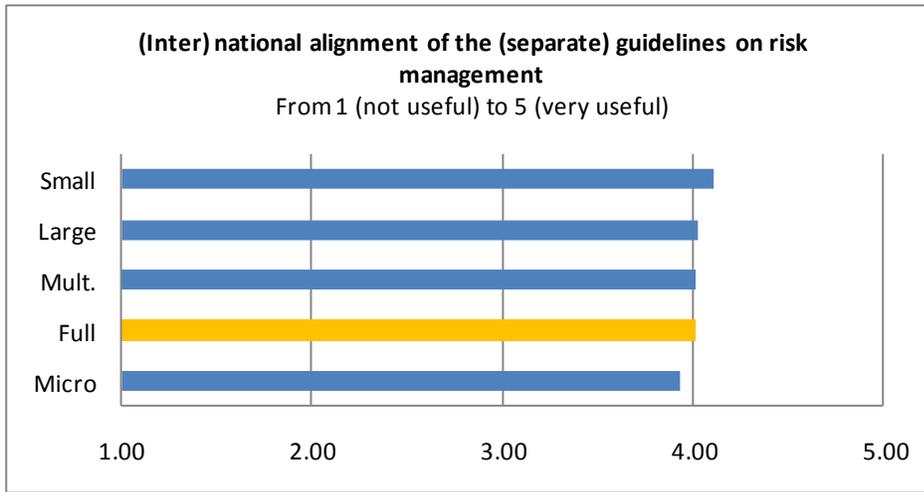


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
 FULL SURVEY RESULTS

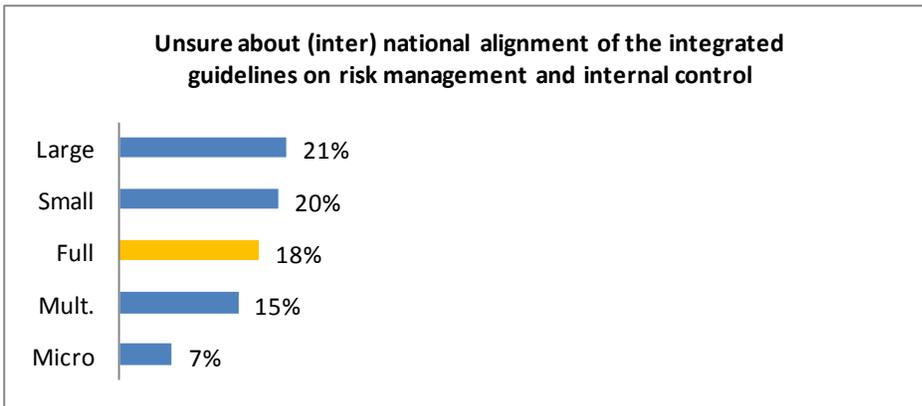
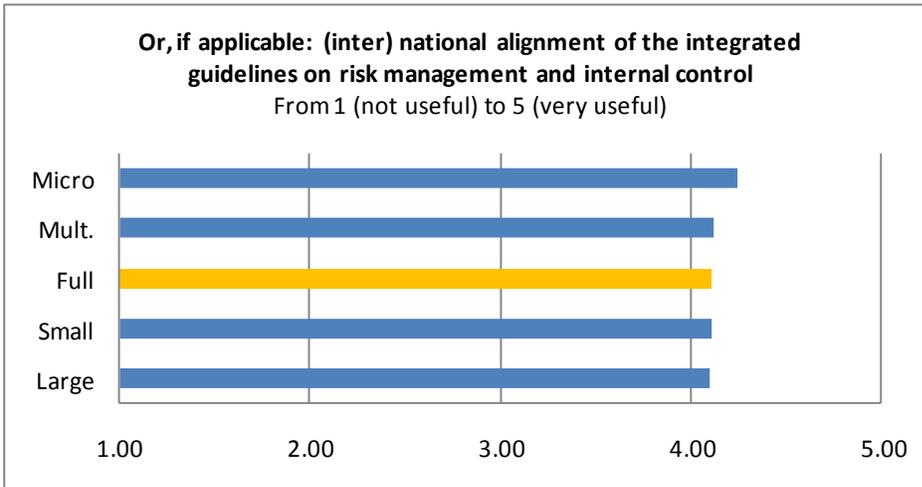
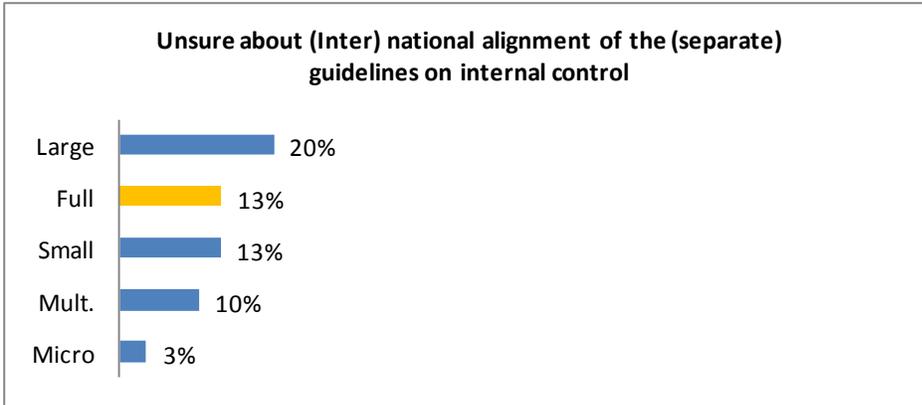


4.3 **How useful would further international or global alignment between the various guidelines on risk management and internal control be?**

Based on the size of the respondent's organization:

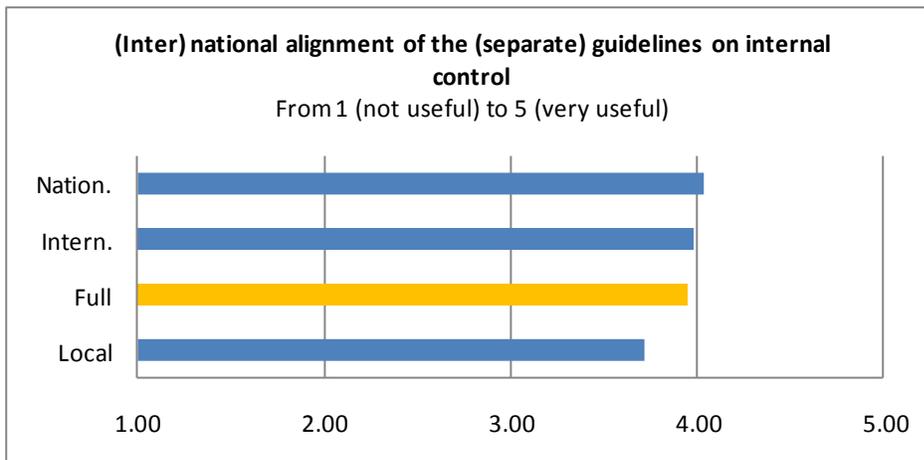
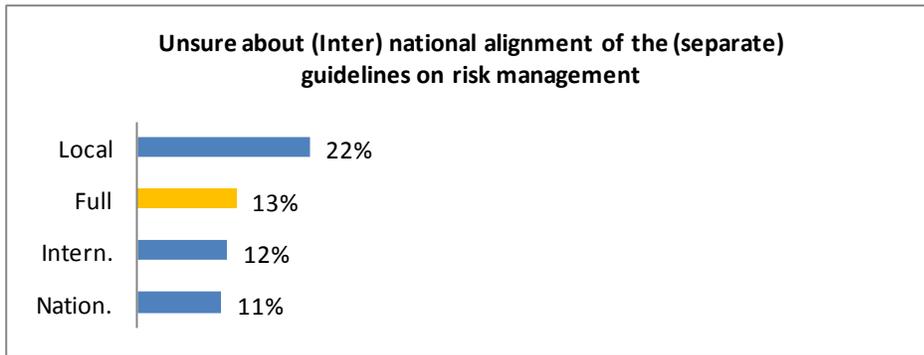
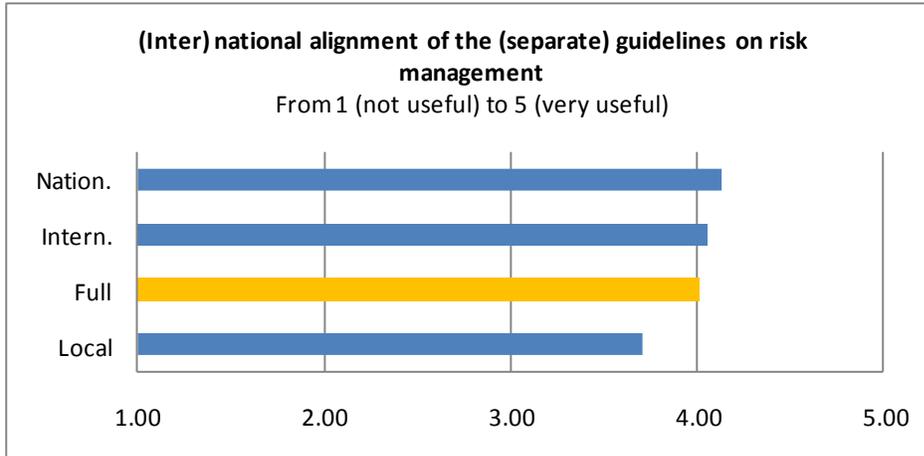


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS

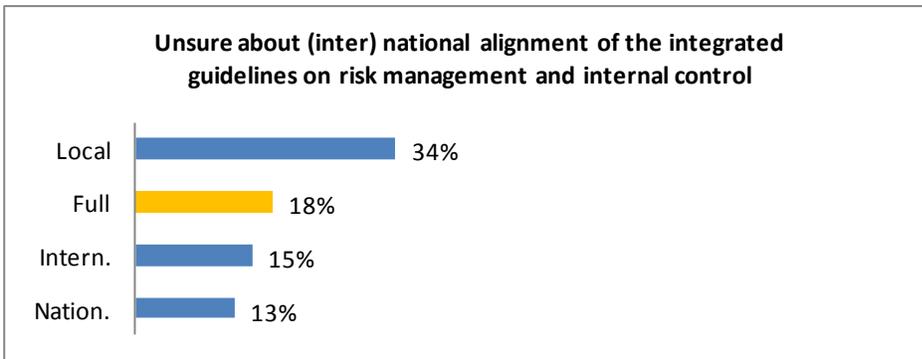
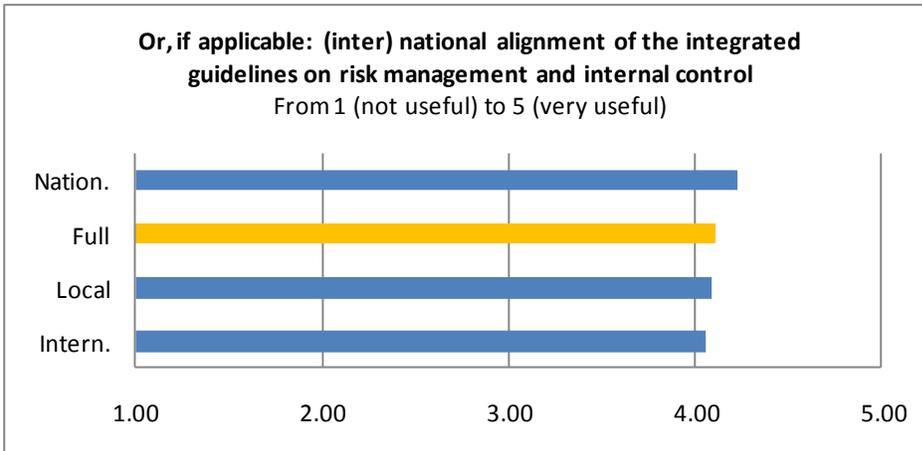
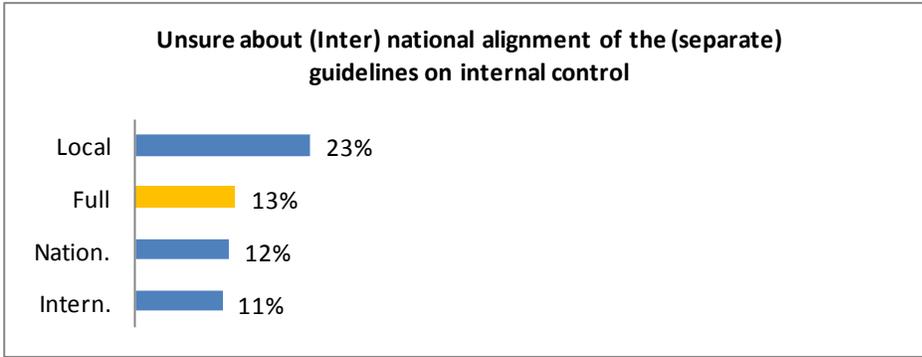


4.3 **How useful would further international or global alignment between the various guidelines on risk management and internal control be?**

Based on the geographical orientation of the respondent's organization:

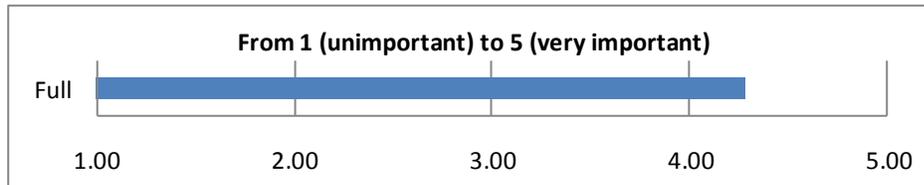


GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS



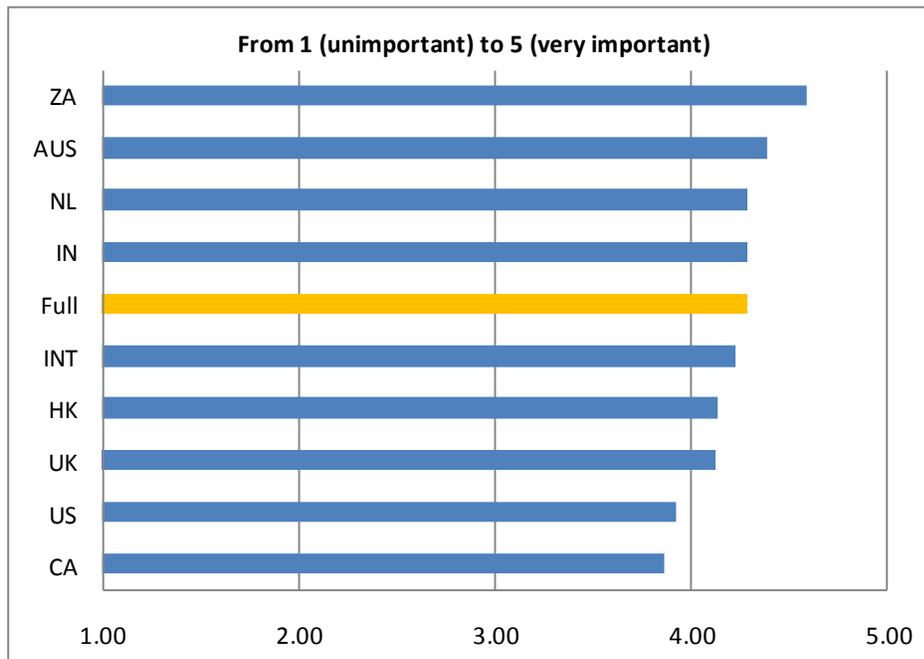
4.3 a) **Please provide additional information to better understand your assessment**

- 4.4 **What should be done to further internationally align the various guidelines on risk management and/or internal control?**
- 4.5 **How important is increased international stakeholder participation and/or an improved international due process<sup>2</sup> for further international alignment between the various guidelines on risk management and/or internal control?**



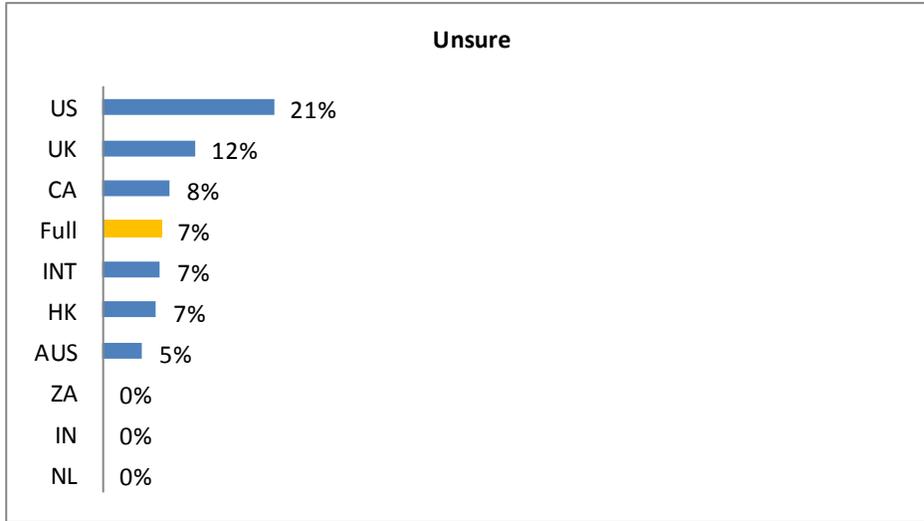
- 4.5 **How important is increased international stakeholder participation and/or an improved international due process for further international alignment between the various guidelines on risk management and/or internal control?**

**From a country/jurisdiction perspective:**



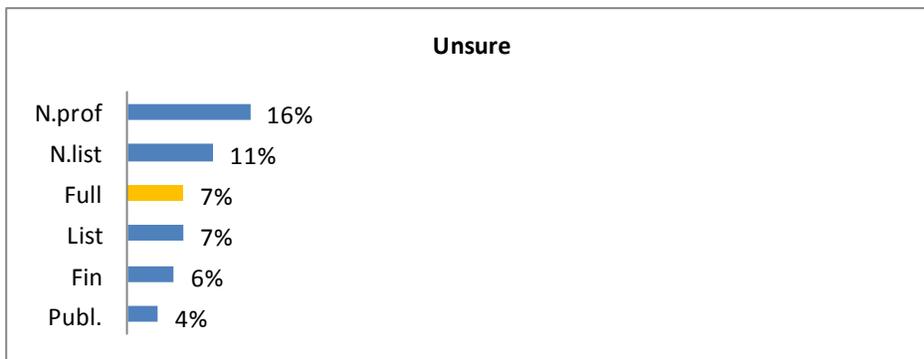
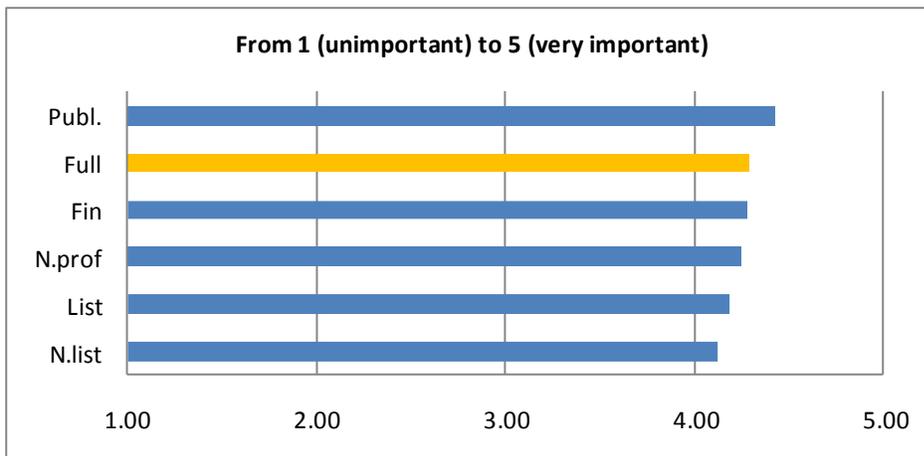
<sup>2</sup> Following due process implies stakeholder participation in the development or revision of a guideline (framework, standard, and/or guidance). A key component is international consultation including public exposure before a guideline is approved. It is intended to ensure both the quality and global applicability of a specific guideline.

GLOBAL SURVEY ON RISK MANAGEMENT AND INTERNAL CONTROL  
FULL SURVEY RESULTS



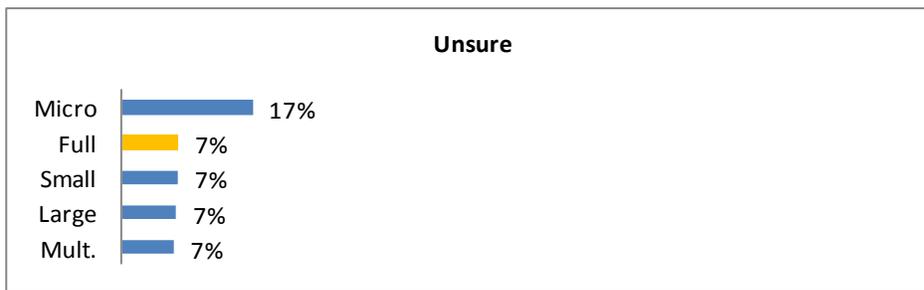
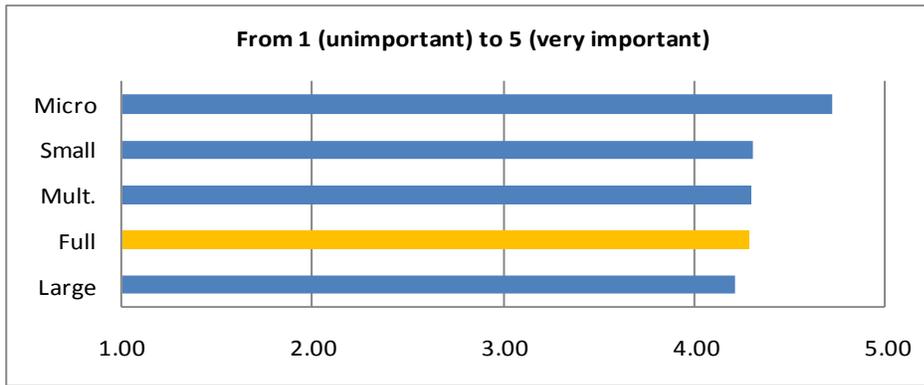
**4.5 How important is increased international stakeholder participation and/or an improved international due process for further international alignment between the various guidelines on risk management and/or internal control?**

**From a type of organization perspective:**



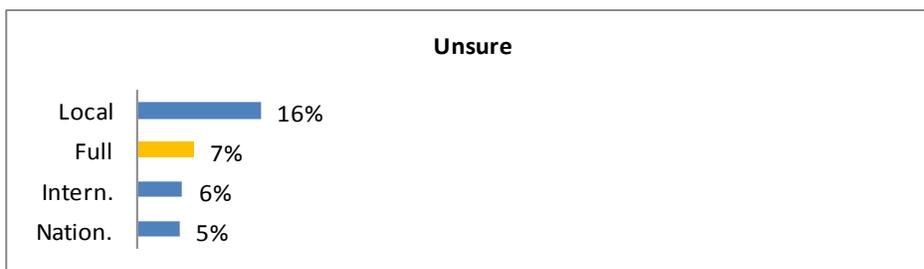
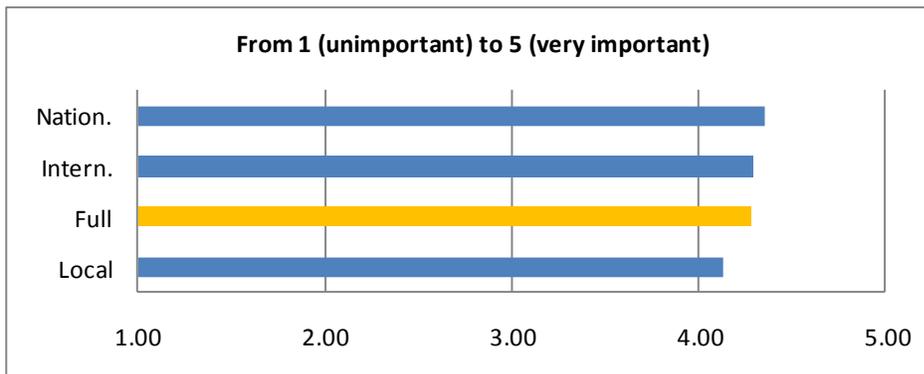
**4.5 How important is increased international stakeholder participation and/or an improved international due process for further international alignment between the various guidelines on risk management and/or internal control?**

**Based on the size of the respondent's organization:**



**4.5 How important is increased international stakeholder participation and/or an improved international due process for further international alignment between the various guidelines on risk management and/or internal control?**

**Based on the geographical orientation of the respondent's organization:**



**4.5 a) Please provide additional information to better understand your assessment**

- 4.6 **Who should do what to increase international stakeholder participation and to improve the international due process for further international alignment between the various guidelines on risk management and/or internal control?**

**Section 5: Finalizing the Survey**

**Please provide any other comments, recommendations or explanations that you believe will assist IFAC in furthering international alignment of risk management and internal control guidelines**

If you have any additional questions or comments, please contact Vincent Tophoff at [vincent.tophoff@ifac.org](mailto:vincent.tophoff@ifac.org)

Thank you for completing this survey.





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