Automotive Financial Services Heavy Equipment, Mining & Energy Agribusiness Infrastructure & Logistics Information Technology Property

214.835 employees
In 208 companies

Profit : IDR 18 Trillion
Total Asset : IDR 261 Trillion

Source: Annual report 2016

FOUNDATIONS

Astra, a values driven corporation

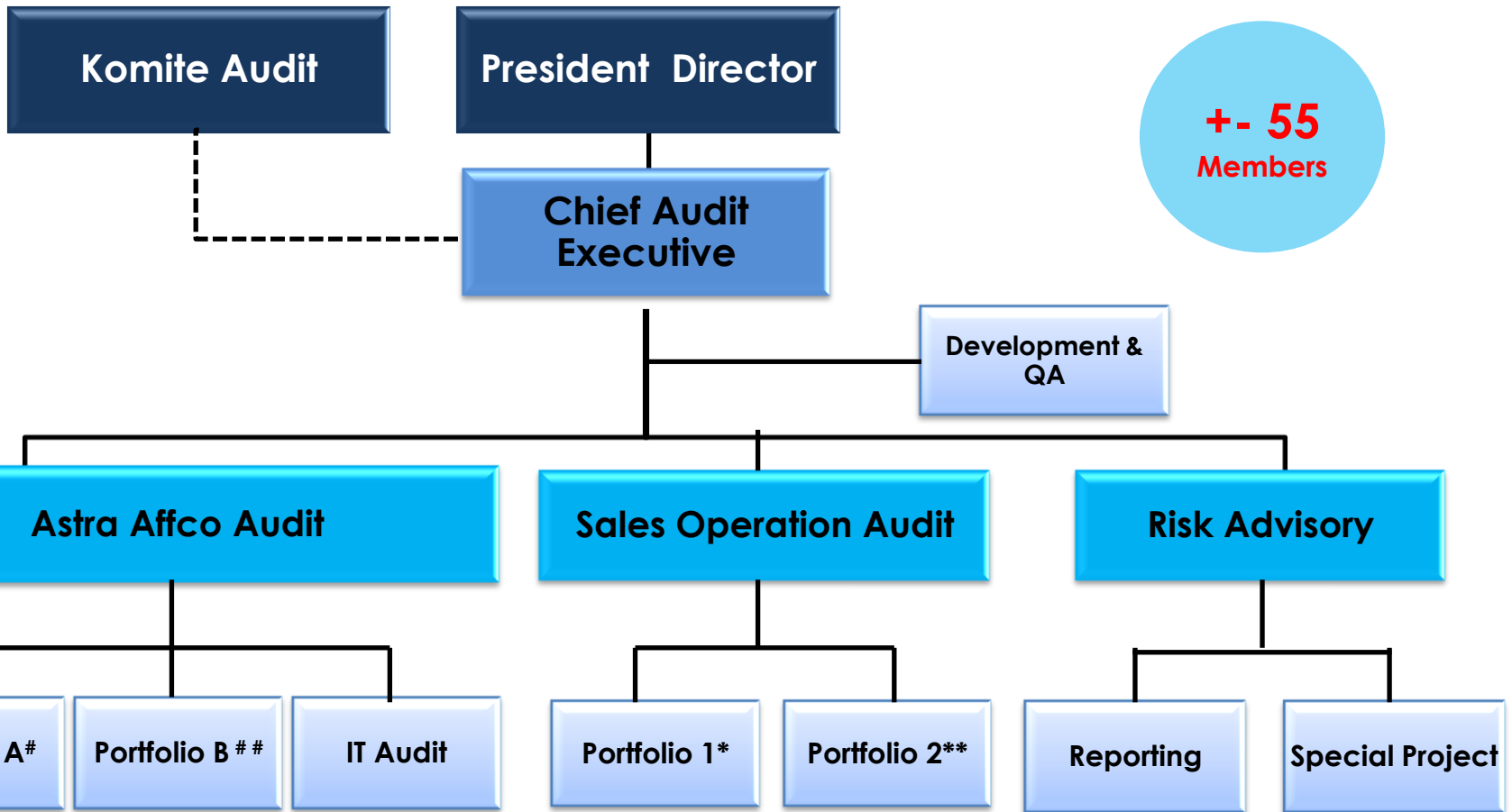| AIM	**PROSPER WITH THE NATION**
MOTTO	**PER ASPERA AD ASTRA**
VALUES	**CATUR DHARMA** • **To be an asset to the nation** • **To provide the best service to customers** • **To respect the individual and develop teamwork** • **To continually strive for excellence**
Astra Mission	**To prosper with the nation by providing the best value to our stakeholders**
Astra Vision	1. **To be One of the Best Managed Corporations in Asia Pacific with an emphasis on sustainable growth by building competence through people development, solid financial structure, customer satisfaction and efficiency** 2. **To be a socially responsible and environmentally conscious corporation .**
Goal 2020	**PRIDE OF THE NATION**

Group Audit and
Risk Advisory

Vision :

Pride of the Nation 2020 Vision – Astra Group is recognized as world class in **corporate governance, internal audit, and risk management standards.**

Mision :

To become a **key partner / advisor to management** in the proactive management of risks, protection and **creation of business value** within **Astra Group** through independent, objective **assurance and advisory** services.

GAnRA Organization Structure

Komite Audit

President Director

+- 55 Members

Chief Audit Executive

Development & QA

Astra Affco Audit

Sales Operation Audit

Risk Advisory

Portfolio A#

Portfolio B ##

IT Audit

Portfolio 1*

Portfolio 2**

Reporting

Special Project

*	Portfolio 1 – HSO,ISO,UDSO,AWO & Surveillance
**	Portfolio 2 – TSO,DSO,BPSO & Quality Assurance
#	Portfolio A – Heavy Equipment, Mining, Energy, Agribusiness, Infrastructure, Logistic, IT and Property
##	Portfolio B – Financial Services and Automotive

Please Check :
- **Internal Audit Maturity** : How is current internal audit efforts.
- **Organization Control Maturity** : Where the organization is in its effort to implement a robust system of internal control

Macro Level Grading

- **Broad Level** for the organization as a whole
- **More important** to board/ senior level stakeholders
- Issues at a point in time (**semi annually / annually**)
- Built up by **several audit assignments**
- May **change** as the individual assignments are completed
- Consider internal controls done by **three LOD**

1st LOD	2nd LOD	3rd LOD
• Audit Grading Per project (micro level) • Follow up Audit • Fraud Frequency and Severity		• Quality Assurance and Improvement Program (QAIP) Result • Coverage IA on its Audit Universe

Micro Level Grading
Process and Component

Review and Supervision

| Risk	Audit Process & Control Result	Assessment Criteria	Audit Grading

What to do

• How to collect the risk as complete as possible • To list all the controls accurately	• Compose comprehensive audit program & audit procedure • Compose summary of each audit program	• Set control-design and substantive test assessment criteria (e.g : x% sampling failed, control consider effective)	• Determine other factor that effected the grading(e.g : repeat finding, potential fraud) • Professional judgment

What Needed (Pre-requisite)

• Reliable risk assessment result • Better business process understanding • Use leading practice as reference	Develop assessment criteria, consist of : • Control Design • Substantive test • Other judgement

5 Grading scale

Effective

Moderately Effective

Improvement Needed

Significant Improvement Needed

Weak
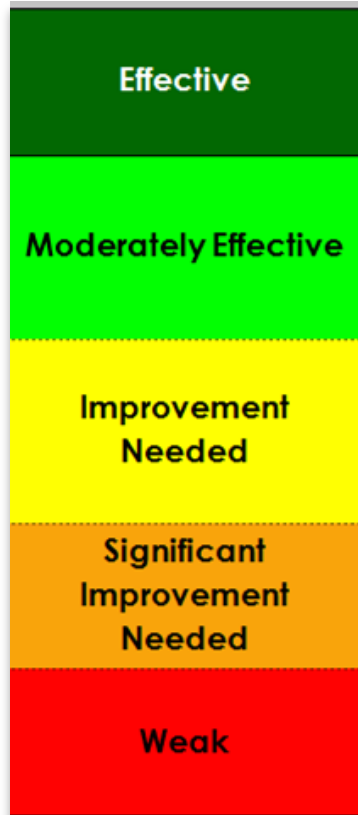
- Control Design
- Control Effectiveness
- Risk Exposure
- Management Action

Example

Hasil pemeriksaan sesuai ruang lingkup (lihat lampiran I) termasuk **Vendor Management, IT General Control** serta **Limbah B3 Management & Legal Compliance** menunjukkan pengendalian internal yang dilakukan cabang **xxx Sales Operation – abc** sudah **konsisten dan efektif.** Manajemen cabang perlu melakukan perbaikan pengendalian internal khususnya di area …

AUDIT GRADING**

FINANCE EFFECTIVE	UNIT IMPROVEMENT NEEDED	SERVICE MODERATELY EFFECTIVE	PART INDIRECT MODERATELY EFFECTIVE	SUPPORTING FUNCTION MODERATELY EFFECTIVE
Receiving	Order Management	Order Management	Order Management	Vendor Management
Handling	Inventory Management	Inventory Management	Inventory Management	IT General Control
Disbursement	Billing & AR Management	Billing & AR Management	Billing & AR Management	Limbah B3 Management & Legal Compliance
	STNK & BPKB Management			
OVERALL MODERATELY EFFECTIVE				

** *Penjelasan Audit Grading dapat dilihat pada Lampiran II*

Benefit & Challenges

- 1st LOD : Assist local management in **prioritizing action needed** over certain control weakness area.

- 2nd LOD : Assist senior management **to pay attention** on certain branch/process/ area/ company.

- 3rd LOD : Part of **Risk Based Audit plan** for Internal Audit function.

- **Management's focus on the grading**, other than the main issue

- Methodology **standarization** across the auditor/ Astra group

- **Need more judgement**. When other issue arise that might affect to the grading (e.g : current fraud issue that haven't examine yet)