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INTERNAL AUDIT MANUAL

HEADQUARTERS

September, 2001

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**INTER-AMERICAN INSTITUTE FOR COOPERATION ON
AGRICULTURE
(IICA)**



INTERNAL AUDIT MANUAL

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INTRODUCTION

This Internal Audit Manual has been prepared in response to the need to ensure that reviews, analyses and evaluations of the accounting and financial operations of the Institute are conducted in a systematic manner, through the application of generally accepted auditing rules and procedures.

The Internal Audit (IA) uses the programs presented along with this manual as a guide in evaluating the internal control measures established by the Administration, by verifying that accounting transactions are recorded correctly, that existing systems operate properly and that procedures in force are followed.

On the basis of this evaluation, recommendations are issued that will enable Institute authorities to adopt the corrective measures needed to ensure a more effective administration of its own assets and those entrusted to it by others.

SECTION ONE

BACKGROUND AND COMPONENTS OF THE AUDITING SYSTEM

1. Origin

The internal audit (IA) function was created at IICA in compliance with Article 99 of the Rules of Procedure of the General Directorate, which was approved at the First Regular Meeting of the Inter-American Board of Agriculture (IABA), held in August 1981, and states:

"The Director General shall establish suitable internal auditing procedures to check for compliance with the standards and regulations in force, especially through systematic and selective examination of official transactions and operational procedures affecting the resources managed by the Institute."

2. Location and Accountability

According to the Institute's organizational chart, the IA is attached to the Office of the Director General as an advisory unit, and answers to the Director General.

3. Auditing System

The IICA auditing system comprises: the Internal Audit (IA), the External Audit (EA), the Audit Review Committee (ARC) and the Internal Audit Coordination Committee (CICA).

These bodies, all of which perform duties within the same discipline, do so at different levels and in different fields, and have different responsibilities; these complementary actions strengthen the auditing function throughout the Institute in its function of internal control.

Below is a brief description of each of these bodies:

a) Internal Audit (IA)

As mentioned above, its creation and objectives were established by the IABA in 1981. As regards its duties, they have changed over the years to keep pace with changes in the internationally recognized Standards for the Professional Exercise of Internal Audit, which are ruled by the international standards of accounting and the Accounting Principles generally accepted.

b) External Audit (EA)

The EA was created in compliance with Article 100 of the Rules of Procedure of the General Directorate, which was approved at the First Regular Meeting of the IABA, held in August 1981, and states:

"The accounts of the General Directorate shall be examined through external auditing. External auditors shall be designated by the Executive Committee to perform the tasks described in detail in the following articles of this chapter and to submit their observations.¹"

c) Audit Review Committee (ARC)

The IABA, at its Seventh Regular Meeting, held in September 1993, approved Resolution No. 231, which called for the creation of an Audit Review Committee, which would provide the Member States with a mechanism for participating in the examination of accounts and the use of Institute funds. To this end, it also called for the amendment of the Rules of Procedure of the IABA, the Executive Committee and the General Directorate, to take into consideration the needs of the ARC. As a result, Article 100 of the Rules of Procedure of the GD, transcribed above, makes specific reference to the creation of this committee in September 1993:

"There shall also be an Audit Review Committee ("ARC"), appointed by the Executive Committee in accordance with the ARC's Statute, for the purpose of coordinating the examination of the accounts of the General Directorate by the Member States. (October 1999)"

Later, the Executive Committee, in Resolution No. 238, approved the Rules of Procedure of the ARC, which were also approved by the IABA in Resolution No. 260.

The details of the ARC's work, and how it is coordinated with the work of the External Audit, are spelled out in Articles 100 to 112 of the Rules of Procedure of the General Directorate.

d) Internal Audit Coordination Committee (IACC)

This committee was created by the Director General in compliance with Resolution No. 257, approved by the Executive Committee at its Sixteenth Regular Meeting, held in June 27, 1996. The purpose of this committee is to ensure the proper monitoring and coordination of corrective measures recommended by the internal and external auditors (IA and EA) in their regular reports, and to coordinate complementary actions with the Audit Review Committee (ARC).

This committee meets every three months, or when circumstances warrant. With the Deputy Director presiding, the committee comprises the Manager of the Consortium for Corporate Services, the Director of Finance, the Director of Programming and Evaluation and the person in charge of the Internal Audit, who also exercises the secretariat of the committee.

¹ Article 6, letter a, Rules of Procedure of the General Directorate.

4. Internal Coordination of the IA

Given the nature of its work, and in order to ensure the smooth operation of the unit, the IA must constantly exchange information, make joint visits to the countries and, in general, coordinate operations with those units at Headquarters whose duties fall within its area of competence, such as the Directorates of Finance, Human Resources and Informatics, the Services Unit and Editorial Agroamerica, which belong to the Consortium for Corporate Services, and the Directorate of Programming and Evaluation, which belongs to the Consortium for Planning and Coordination.

5. External Coordination of the IA

One of the regular duties of the IA is to attend periodic meetings with the EA, which are coordinated by the Directorate of Finance, for the purpose of analyzing the annual work program of the EA, which includes: setting beginning and ending dates for audits at Headquarters, selecting the Cooperation Agencies (CA's) to be audited and dates for audit visits, sending preliminary reports to the ARC and distributing same at Headquarters, presenting and analyzing audited financial statements and the Management Letter in the presence of ARC, and submitting final versions of same to the Director General.

In addition to the IA's participation in all aspects of the work of the EA, during the visits of the members of the ARC to Headquarters, a meeting is always scheduled with the personnel of the IA to exchange opinions and hear about the work under way.

SECTION TWO

PURPOSE, AUTHORITY AND GENERAL OBJECTIVES

1. Purpose

The Internal Audit is an independent internal control function, established as a service within IICA to examine and evaluate its activities. The objective of the Internal Audit (IA) is to advise the Director General and, through him/her, those officials who exercise administrative authority in the effective fulfillment of their responsibilities. To this end, it provides them with analyses, assessments, recommendations, advising and information related to the activities it reviews.

By doing these functions, the IA is considered as part of IICA's internal control and represents a management of high level that works measuring and assessing the effectiveness of other controls.

2. Authority

a) Authority and Coverage of the IA

The Internal Auditor is empowered to plan, organize, conduct and control an audit program within the Institute, in which the different units of Headquarters and the five Regional Centers will be included. The IA examines, reviews and evaluates the suitability and effectiveness of the internal administrative and accounting control systems the Institute has put in place in order to focus its activities on the accomplishment of its objectives, in keeping with the policies and plans of the Institute. It also examines and evaluates quality of this processes in the performance of assigned responsibilities and, when necessary, conducts investigations.

Therefore, audits will cover, when the Internal Auditor deems it appropriate, the examination of any or all of operations and activities mentioned before.

b) Direct Communication with the Director General

The Internal Auditor has express authorization to communicate directly with the Director General, verbally or in writing, regarding the results of audits when they contain important findings and recommendations. Audit reports shall be signed by the Internal Auditor, and identify the auditor that conducted the audit. Those reports considered confidential will be identified as such, and their distribution will be limited to the Director General, the Deputy Director and the members of the Internal Audit Coordination Committee (IACC).

c) Coverage

In the performance of his/her duties, the Internal Auditor, and the auditors appointed by him/her for specific purposes, shall have unrestricted access to all the processes, records, premises and personnel of the Institute, both at Headquarters and in the Regional Centers with their CA's.

They shall be given any cooperation and assistance they may need to properly perform their audits. The Internal Auditor may also authorize, when approving the auditing programs, contacts with third persons outside IICA. In the case of confidential matters, access may be limited to an auditor appointed by him/her, depending on the situation.

3. Objectives

- a) To promote economy, efficiency and effectiveness in IICA's operations, and in all Institute programs and projects.
- b) To assist the Administration at all levels in preventing or detecting fraud and abuse, or the risk of same, in programs or operations, by reviewing, overseeing, evaluating and offering recommendations for improvements in administrative and accounting controls, and investigating suspected or alleged weaknesses or irregularities.
- c) To keep the Director General informed, advising him regarding the opportunities to improve operations and reduce the risk of losses due to inefficiency or real or potential irregularities.

SECTION THREE

ORGANIZATION AND RESPONSIBILITIES

1. Organization

The personnel who work in the Internal Audit (IA) shall be organized as follows:

- a) Person in charge of the IA.
- b) Auditing specialists.
- c) Auditing technicians.
- d) Auditing assistants.
- e) Secretaries.

The duties performed by the IA are advisory in nature. Therefore, the IA shall act independently from the other administrative units of IICA and answer directly to the Director General.

2. Responsibilities

The IA shall perform the following duties:

- a) To verify proper compliance with the Institute's rules and procedures
- b) To conduct a systematic examination of official transactions and the use of internal controls, and to identify any irregularity or modification in the application of the established rules that may affect the smooth operation of the Institute.
- c) To prepare an Annual Work Plan, which will enable the IA to evaluate accurately the level of compliance with the rules governing the administrative, accounting and financial operations of the Institute, and fulfillment of commitments arising from agreements and contracts.
- d) To keep detailed and up-to-date records on all Institute assets.

SECTION FOUR

GENERAL PROCEDURES FOR THE OPERATION OF THE INTERNAL AUDIT

1. General Procedures

In the execution of auditing programs, the following actions will be carried out in the following order:

- a) Preparation of the program for conducting the audit
- b) Discussion of the topics to be reviewed, as per the program
- c) Assignment of personnel, and distribution of auditing tasks
- d) Initiation of audit
- e) Execution of auditing programs and preparation of working papers
- f) Preparation of draft audit report by auditor in charge
- g) Discussion of draft audit report with staff members responsible for units or activities audited
- h) Review and final approval of audit report by the Internal Audit
- i) Delivery of report to Director General, and to people in charge of units reviewed
- j) Codification and filing of reports, working papers and other information obtained during the audit
- k) Follow up to the implementation of the recommendations given in audit reports according to what is established in Section Eight, Number 1.
- l) Updating of annual work plan, indicating audits concluded and those under way

2. Annual Work Plan

The Annual Work Plan prepared by the IA must be consistent with the nature of the operations of the Institute and with the guidelines issued by the Director General. At the beginning of the calendar year, the Internal Auditor will submit the plan to the Director General for approval.

In the course of its work, the IA will submit progress reports on the reviews conducted to date, in order to keep the Director General informed of progress in the execution of the Annual Work Plan.

For purposes of illustration, attached as Appendices 1 and 2 you will find the forms used in executing the plan of execution. This Work Plan will specify the actions to be taken, divided into two clearly defined sections:

- a) The systematic plan, which identifies the sites, timetable and cost of the normal, ongoing audits in the different units of the Institute.
- b) The selective plan, which identifies the sites, timetable and cost of the audits to be carried out in selected units, in response to specific needs.

3. Unscheduled Audits

When unforeseen situations come up, the IA will make the necessary adjustments in its annual work plan.

4. Funding for the Services of the IA

Given the process of administrative decentralization under way within the Institute, and the need to strengthen the internal control procedures in force, the IA will visit all the CA's every two years, based on annual work plans approved by the Director General.

In order to ensure that the CA's are visited periodically, and given the limited budgetary resources allocated to the IA, the Director General has approved the following policies:

- a) The cost of the audits scheduled in the Annual Work Program shall be shared equally by the IA and the CA audited.
- b) The cost of audits not scheduled in the Annual Work Plan, and requested by the CA's, shall be funded in full by the CA audited.
- c) The cost of audits called for in externally funded projects shall be funded in full by the agreement, and must be included in the approved budget for same.

5. Disciplinary Actions

According to the seriousness of the contravention against the regulation, the sanctions resulting from an internal audit report, will be applied by the head of the corresponding unit, in agreement with what is established in Chapter X of the Personnel Rules.

6. Formation of Packets of Working Papers

Since the working papers on which the different tests and investigations are performed are consulted frequently, it is necessary to have an index that will make it easy to locate them.

To do this, the detailed auditing programs must be identified with a letter that will distinguish them from the others:

Example:

- A- Cash and banks
- B- Accounts receivable
- C- Inventories
- D- Short-term investments and other assets

All working papers prepared in connection with each of the programs must have the same letter in the upper right hand corner, plus a consecutive number, added to each sheet of paper used in the same area of examination.

Example:

	A ₁
--	----------------

	A ₂
--	----------------

If, in the process of preparing the working papers, a figure from one page is used or referred to on another page or pages, it must be identified with the letter and number of the page where it appears for the first time. This identification will appear, in red, to the right of the figure or comment.

In order to keep a record of all work, and the date on which it was done and reviewed, the signature of the auditor who performed the audit will appear in the lower left hand corner of the page; the signature of the person in charge of the Internal Audit, or the person he/she designates, will appear in the lower right hand corner, as well as the dates on which they were performed.

Example:

			A ₁
	A ₂	1,000	
A.B.C 1/7/99			D.E.F. 1/8/99

			A ₂
	500		
	<u>500</u>		
	1,000 A ₁		
A.B.C. 1/7/99			D.E.F. 1/8/99

When the corresponding report is submitted, reference will be made in same to each one of the significant figures, with the number of the work sheet or page on which the test was performed, identifying the report with the same letter assigned to the pertinent program.

In order to ensure that all the papers related to a specific task are located in a single file, they shall be arranged as follows:

- a) Final report sent to the Director General
- b) Detailed auditing program or instructions received in specific cases
- c) Working papers

This packet of papers will be protected with front and back covers made of thick cardboard.

The following will appear on the front page, which will facilitate their location for purposes of consultation.

- a) Type of review conducted
- b) Date of review
- c) Name and signature of person who did work
- d) Name and signature of person who reviewed the papers
- e) Date reported was presented

7. Evidence of Work Done

For the purpose of leaving a record of the work carried out, the designated internal auditor must frequently use symbols on his/her working papers and in the records of the corresponding operating unit, which are known as the "Auditing Symbols."

Following are the most used symbols and their meaning:

- a) \checkmark : Verified in agreement
- b) **GL**: Compared in agreement with the General Ledger of the CA
- c) **HQL**: Reconciled in agreement with Headquarters General Ledger
- d) **AAL**: Reconciled in agreement with the Subsidiary Account
- e) **C**: Confirmation received without exception
- f) ϕ : Confirmation received with exception
- g) **AUD**: Document supplied by the Audited Unit
- h) Σ : Horizontal and vertical sum

These auditing symbols must correspond to the auditing programs that are being used.

This will be useful to both the Internal Audit and to the External Audit in planning and conducting future reviews of the different line items and pertinent records, as well as for other purposes.

Also, since reviews conducted by the Internal Audit and the External Audit are selective in most cases, the scope established for same and the items that were reviewed must be identified.

Example:

All journal entries for the month of _____ were reviewed.

All assets valued at more than US\$ _____ were inspected physically.

The supporting documentation for all articles valued at more than US\$ _____ was reviewed.

SECTION FIVE

NATURE AND SCOPE OF THE PROGRAMS

1. Programs

The Internal Audit programs called for in this manual cover the following areas:

- A. Cash and Banks
- B. Accounts receivable
- C. Inventories
- D. Short-term investments and other assets
- E. Fixed assets
- F. Advanced payments
- AA. Accounts payable
- BB. Third-party funds, agreements and contracts
- CC. Audit of systems
 - Review of *hardware* on basis of technological platform
 - Review of backup and contingency mechanisms
 - Review of technical and operating documentation of systems
- DD. General Subfund and Working Subfund
- X. Others
 - Commercial or self-financing operations (print shop, transportation, publications, meeting rooms)
 - Special programs:
 - Payroll
 - Changes of personnel
 - General aspects:
 - Personnel – Reserves and provisions
 - Accounting and finance

2. Nature and Scope

All the programs called for contain a number of questions that serve as a guide in evaluating the internal controls in place in the areas reviewed, and identify the auditing procedures to be applied in testing the proper operation of those internal controls and the correction of the data shown in accounting records. The questions related to internal controls are worded in such a way that any negative answer is an indication of a possible shortcoming. The questions serve as a guide for the designated internal auditor, so that he/she can converse directly with staff members and the head of the unit regarding the operating aspects to be reviewed and, in this way, learn about the processes used. It is important for the auditor in charge of the review, even if it's not the first time he/she is performing this task, to repeat this routine in order to discover if there have been variations in the administrative procedures since the last visit which may weaken the internal controls.

The scopes proposed for the selective audit tests mentioned in the different programs are those deemed appropriate at the time same were prepared. However, if necessary, they can be modified in order to achieve optimum results.

Also, it is necessary to understand that these auditing programs are not an inflexible guide which restricts or impedes the application of any other procedure considered necessary. To the contrary, they are simply a reminder of certain necessary procedures, which can be modified in terms of scope or approach based on the sound judgement and experience of the people that use them.

Of course, these programs are not intended to cover all possible areas of investigation. Hence, if experience shows the need to carry out a routine review of other operating aspects of IICA, the person in charge of the Internal Audit must prepare a new work program, in addition to those included here.

It is important to point out that part of the work of the person in charge of the Internal Audit cannot be subject to detailed work programs, since it does not involve mechanical or routine tests, but rather demands a certain latitude of vision and criteria. This work is the evaluation of aspects such as financial planning at IICA and compliance with certain policies and specific provisions of the General Directorate. Hence, the need to observe the operations of the Institute at all times, if these functions are to run smoothly.

Lastly, it should be noted that, given their nature, the detailed auditing programs are confidential, which means that they must not be seen by or available to anyone other than the personnel of the Internal Audit.

SECTION SIX

REPORTS

In order to keep the Director General and other IICA officials informed, the Internal Audit (IA) will prepare the following reports, except in special cases that come up during the course of its work.

- a) Preliminary report for each review conducted, in which the Internal Auditor reports to the chief of the unit audited on the shortcomings observed, and offers suggestions for their improvement.
- b) Final report presented by the IA to the Director General, which, once approved, will be remitted to the respective office for implementation.
- c) Quarterly report to the Director General

1. Report For Each Review Conducted

It will be prepared by the person in charge of the review and will include:

- a) Type of review conducted
- b) Date it began and ended
- c) Observations regarding existing internal control measures and auditing procedures used (if an auditing program is not used)
- d) Report on the scope of the review
- e) Shortcomings found in the internal control measures, in administrative procedures or in the recording of operations, in which case it will be necessary to make reference to the respective working papers
- f) Recommendations for eliminating the shortcomings encountered
- g) Collaboration received from the personnel involved, and special situations that may have come up during the execution of the review.

This report will be reviewed and discussed with the staff members and the head of the respective office. The report will detail the shortcomings found and make the pertinent recommendations.

2. Report to the different IICA offices

All reports, evaluations and recommendations prepared by the IA will be submitted directly to the Director General, who will make decisions regarding the application of corrective measures or provisions, and other measures recommended by the IA.

This report, once approved by the Director General, will be sent to the chief of the unit audited, with a copy to the different units involved, for follow-up.

3. Quarterly Report to the Director General

At the end of the quarter, the person in charge of the IA will report to the Director General regarding progress in implementing the Annual Work Plan, and on the principal recommendations issued and those pending implementation from previous quarters.

SECTION SEVEN

AUDIT TO THE INFORMATION SYSTEM

1. Introduction

The main objective of the information system is to provide information to different internal and external users, in a fast, convenient and reliable way. To achieve this objective the data should be handled in an atmosphere that guarantees the confidentiality, reasonability, accuracy, totality and the integrity of the data.

In order that a data system guarantees the characteristics described in the above paragraph, it is necessary to add a control, an indispensable element in all administrative process. For this reason, it should be understood as a component of the same data processing activity and not as an external factor to confuse activities, or as mistrust in the processes and in the people who execute them.

The control itself constitutes an element that helps to obtain greater benefits in each of the accomplished activities; it exists as a result of the process of modernization and decentralization of the Institute, which has provoked the need to delegate the administrative function. The control constitutes the element of proof of the correct implementation of techniques and procedures to solve each one of the problems, as well as the correct execution of the institutional daily work.

The absence of control causes unwanted situations, and permits that improper activities be executed without being detected, much less prevented.

2. Verification of physical security

The most sensitive aspect of physical security that should be analyzed by Internal Audit is the verification that only authorized personnel have access to information resources and computers of the Institute. Special attention should be paid to the access to the main computer.

The physical area where the computer center is installed should be provided with control mechanisms that allow the fast detection of any fire threat, and permit that the electricity can be automatically disconnected. This area should have fire extinguishers and other security measures that the administration determines. It will be necessary to confirm that the personnel is duly informed and trained in the established security measures.

The auditor should verify that the storing media (tapes, diskettes, CDs) are located in an area with suitable conditions for controlling temperature, magnetism, humidity and pollution, the factors that can damage such media.

3. Verification of the logical security

During the visits to the Cooperation Agencies, the Internal Audit will check the logical sequence of the different procedures that are part of the administrative processes used by the agencies. This will guarantee confidentiality, reasonability, accuracy, completeness and integrity of the financial data sent to Headquarters for the financial consolidation process.

In the case of Headquarters, the procedures applied in different operative units of the Consortium for Corporate Services that deal with the capture, classification, validity and approval of different data flow that generate accountable and financial transactions, will be evaluated periodically. The purpose is to guarantee the confidentiality, reasonability, precision, completeness and integrity of the financial information that passes through the process of financial consolidation.

In addition, at both Headquarters and the Cooperation Agencies, it will be verified that at least two officials know the different processes implemented for the capture, classification, validity and approval of the different data flows; so that the absence of the regular official does not stop the office work. Also, it will be corroborated that the storing mechanisms satisfy the minimum requisites established in the institutional technological platform.

At Headquarters, verification will be made every six months of the authorized personnel that access the different servers of that unit, so the use of these resources can be guaranteed in a rational and discrete way.

4. Preparation of a Contingency Plan for disaster or emergency

The Directorate of Informatics should prepare a plan for the recovery of data in case of disaster or emergency, which should be approved by the Internal Audit Coordination Committee (IACC).

This plan should be periodically updated and be presented to the IACC, which will confirm its fulfillment through Internal Audit.

SECTION EIGHT

RESPONSIBILITY OF THE PERSONNEL IN THE IMPLEMENTATION OF CORRECTIVE ACTIONS

1. Obligation to Take Action

The staff members who have administrative authority in the units at Headquarters, Regional Centers and Cooperation Agencies in the countries are responsible for ensuring that pertinent corrective actions are taken, or are planned, in response to the recommendations issued or the shortcomings reported by the person in charge of the Internal Audit. These corrective actions must be taken within the 60 days following reception of the report remitted by the Director General. Also, it is necessary to send to the person in charge of the Internal Audit a report on the actions taken or planned, with copies to the Director General and the immediate supervisor. If the report refers to planned actions, a second report will be submitted immediately after they are implemented.

2. Failure to Take Action

If the proper corrective actions are not taken or a plan calling for measures to be implemented in the medium term is not submitted, within the 60 days following receipt of the audit report sent by the Director General, the person in charge of the Internal Audit will submit a special written report on the matter to the Director General, for him/her to take the appropriate corrective measures. If there is any indication that those involved are delaying execution of corrective actions related to significant issues, or ignoring them altogether, the person in charge of the Internal Audit will request a personal meeting with the Director General in order to discuss the situation.

3. Cooperation of Staff Members

All Institute staff members are under the obligation to provide any cooperation requested by the Internal Audit in the performance of its duties, and to facilitate any documents required. Institute staff members shall give no orders or instructions that may prevent the Internal Audit from performing its duties.

4. Responsibility for Losses due to Failure to Take Action

Supervisory-level personnel will assume responsibility for the loss of physical and financial resources or damage caused to the Institute if, within the 60-day period mentioned above, they do not take proper action in response to the findings reported by the audit.

5. Other Considerations

a) Limitation of authority and responsibility

In carrying out their duties, the Internal Auditor and the personnel of the IA should not have direct authority over or responsibility for any of the operations or activities reviewed. They will not develop or implement procedures, prepare records, make administrative decisions or participate in any other activity which could reasonably be viewed as compromising their independence.

Consequently, the fact that the Internal Audit conducts reviews and evaluations does not relieve other Institute personnel from fulfilling the responsibilities assigned to them.

b) Guarantee of objectivity

To guarantee an objective analysis of the facts, and impartial judgement, on the part of the personnel of the IA, they will not take part in operating processes, except as needed in the performance of their reviews and evaluations. The review and evaluation of proposed systems, programs, procedures, manuals, etc will be limited to issuing suggestions for improving the corresponding internal controls.

No member of the personnel of the Internal Audit who has carried out functions in another area of the Institute will be authorized to conduct audits in that area until two years after his/her departure from same.

SECTION NINE

ARCHIVES AND REFERENCE MATERIALS

1. Archives

The Internal Audit ((IA), in addition to specific correspondence files for each one of the units at Headquarters and in the Regional Centers and Cooperation Agencies in the countries, shall keep the following:

- a) Archive of blank Detailed Auditing Programs.
- b) Archive of working papers. They will be filed by country and in chronological order, based on date of execution

The papers corresponding to the current year will be kept, as will those from the preceding four years.

2. Reference Material

So that the IA can complement its functions, it is necessary to keep the following in its files:

a) Basic bibliography

- Convention on the Inter-American Institute for Cooperation on Agriculture
- Rules of Procedure of the Inter-American Board of Agriculture, the Executive Committee and the General Directorate
- Staff Rules
- Financial Rules
- Personnel Manual
- Accounting and Financial Procedures Manual
- Programming Manual
- Internal Audit Manual

b) Resolutions, executive orders and regulatory memoranda

- Resolutions of the Inter-American Board of Agriculture
- Resolutions of the Executive Committee
- Executive Orders
- Regulatory Memoranda
- Agreement of the Steering Committee

c) Periodic publications

- | | |
|--------------------------------------|---------------------|
| - Official Documents Series | - Annual Report |
| - Program Budget | - Plan of Operation |
| - Financial Statements and Budgetary | - Internal Bulletin |



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