

AFRICA 2026/2027

RISK *in* FOCUS

Hot Topics for Internal Auditors

BOARD BRIEFING

Internal Audit
FOUNDATION



1976-2026



African Federation of
Institutes of Internal Auditors

About Risk in Focus

Know Your Risks. Plan Strategically.

01

An annual initiative to identify the world's five highest risks

02

Based on survey results, roundtables, and interviews with chief audit executives and directors

03

Research facilitated by the Internal Audit Foundation and partners*



*Europe Risk in Focus reports are produced by the European Confederation of Institutes of Internal Auditing (ECIIA)



The Africa Risk in Focus report was developed in partnership with:



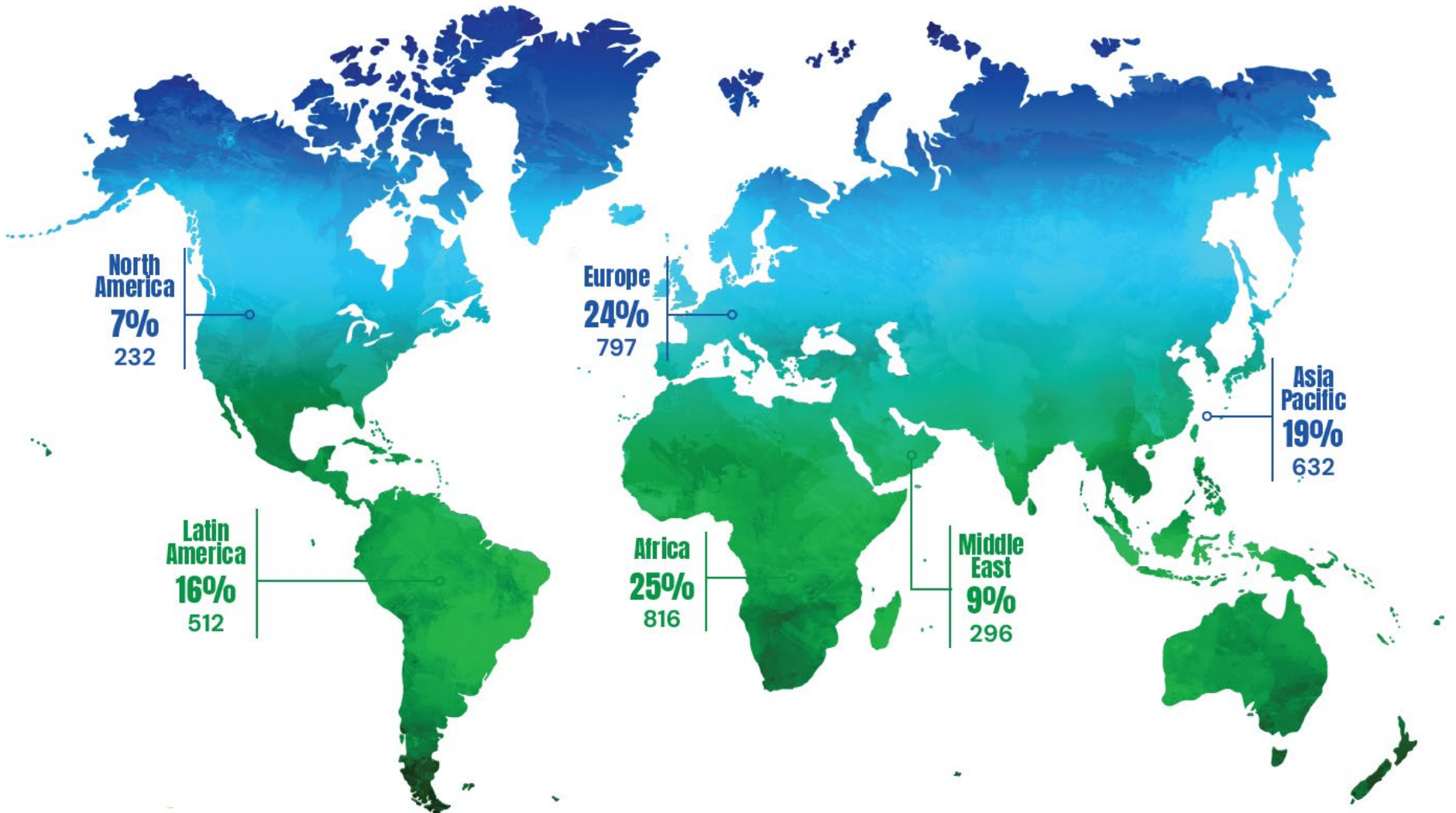
African Federation of
Institutes of Internal Auditors



**Download Risk in
Focus reports at:**
theiia.org/RiskInFocus

Global Survey Participation

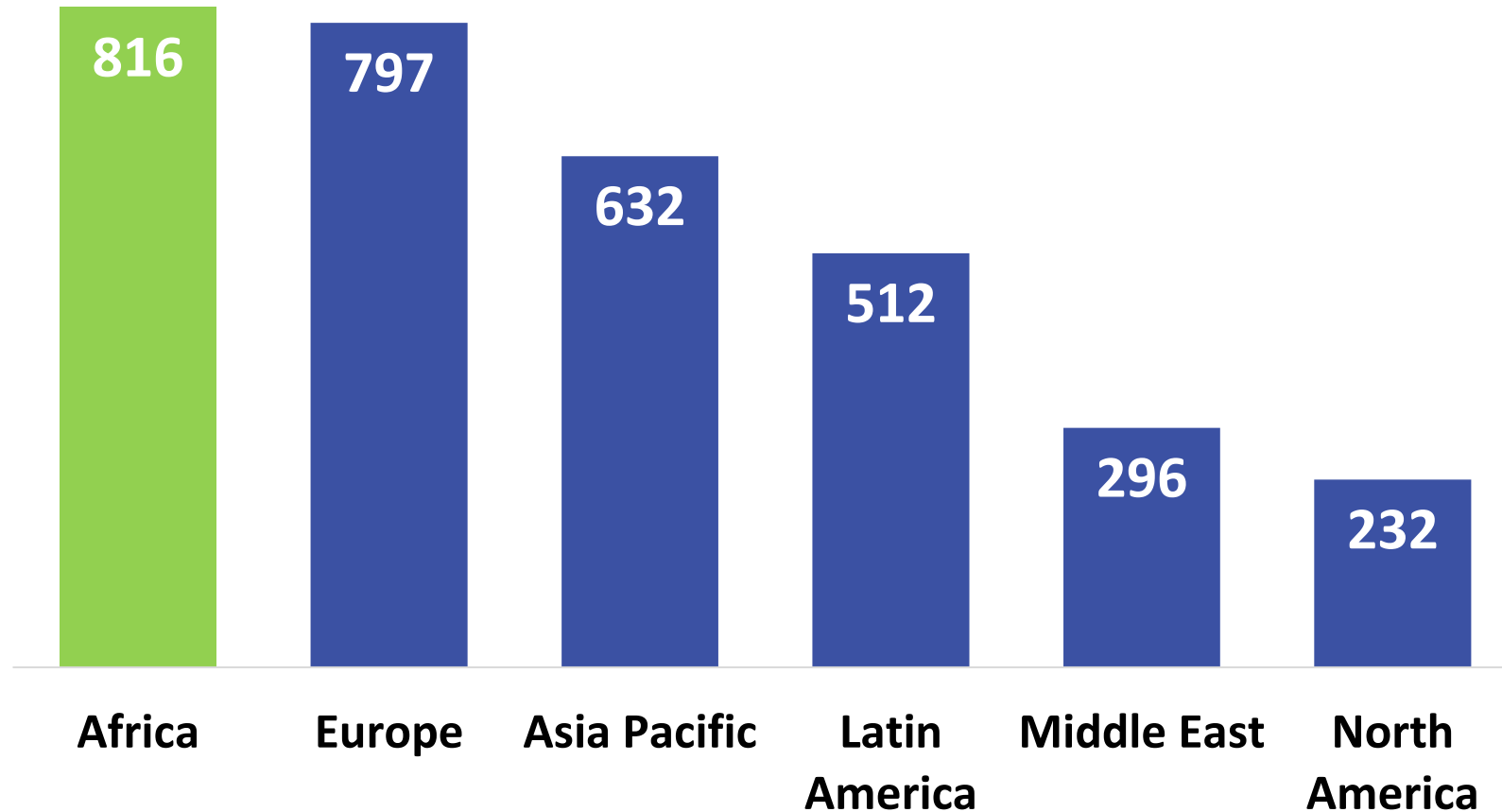
Response rate per region



- **3,285** responses from chief audit executives and directors
- **132** countries/locations represented
- Survey conducted **March 2 to May 6, 2026**

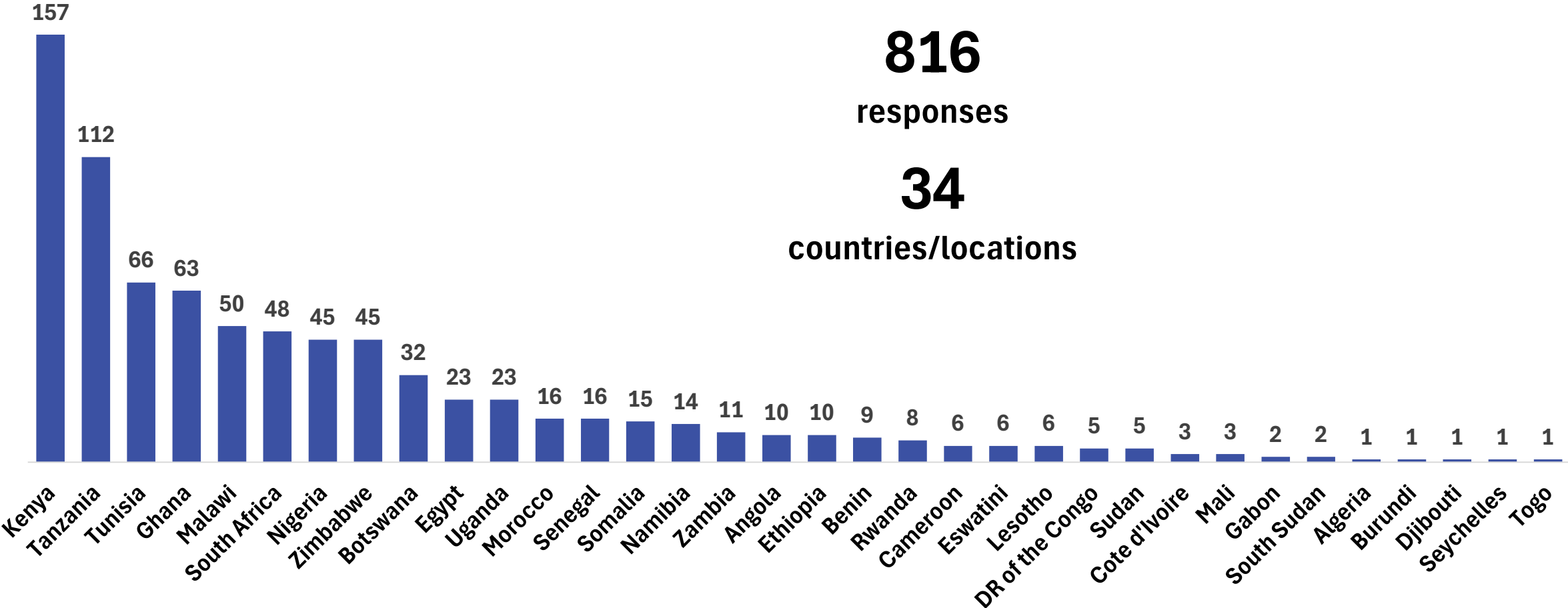
Responses per Region

Risk in Focus 2026/2027 survey



Africa Survey Participation

Responses per country/location



Africa Survey Participation

Response rate per subregion and country

Eastern Africa		Southern Africa		Western Africa		Northern Africa		Central Africa	
Kenya	157	Malawi	50	Ghana	63	Tunisia	66	Cameroon	6
Tanzania	112	South Africa	48	Nigeria	45	Egypt	23	DR of the Congo	5
Uganda	23	Zimbabwe	45	Senegal	16	Morocco	16	Gabon	2
Somalia	15	Botswana	32	Benin	9	Algeria	1	Total	13
Ethiopia	10	Namibia	14	Côte d'Ivoire	3	Total	106		
Rwanda	8	Zambia	11	Mali	3				
Sudan	5	Angola	10	Togo	1				
South Sudan	2	Eswatini	6	Total	140				
Djibouti	1	Lesotho	6						
Seychelles	1	Total	222						
Burundi	1								
Total	335								

Africa's Risk Environment

Digital Transformation Pushes
Technology Risks Higher



Survey Questions and Risk Areas

The report focuses on 16 risk areas and 5 topics



Key Topics

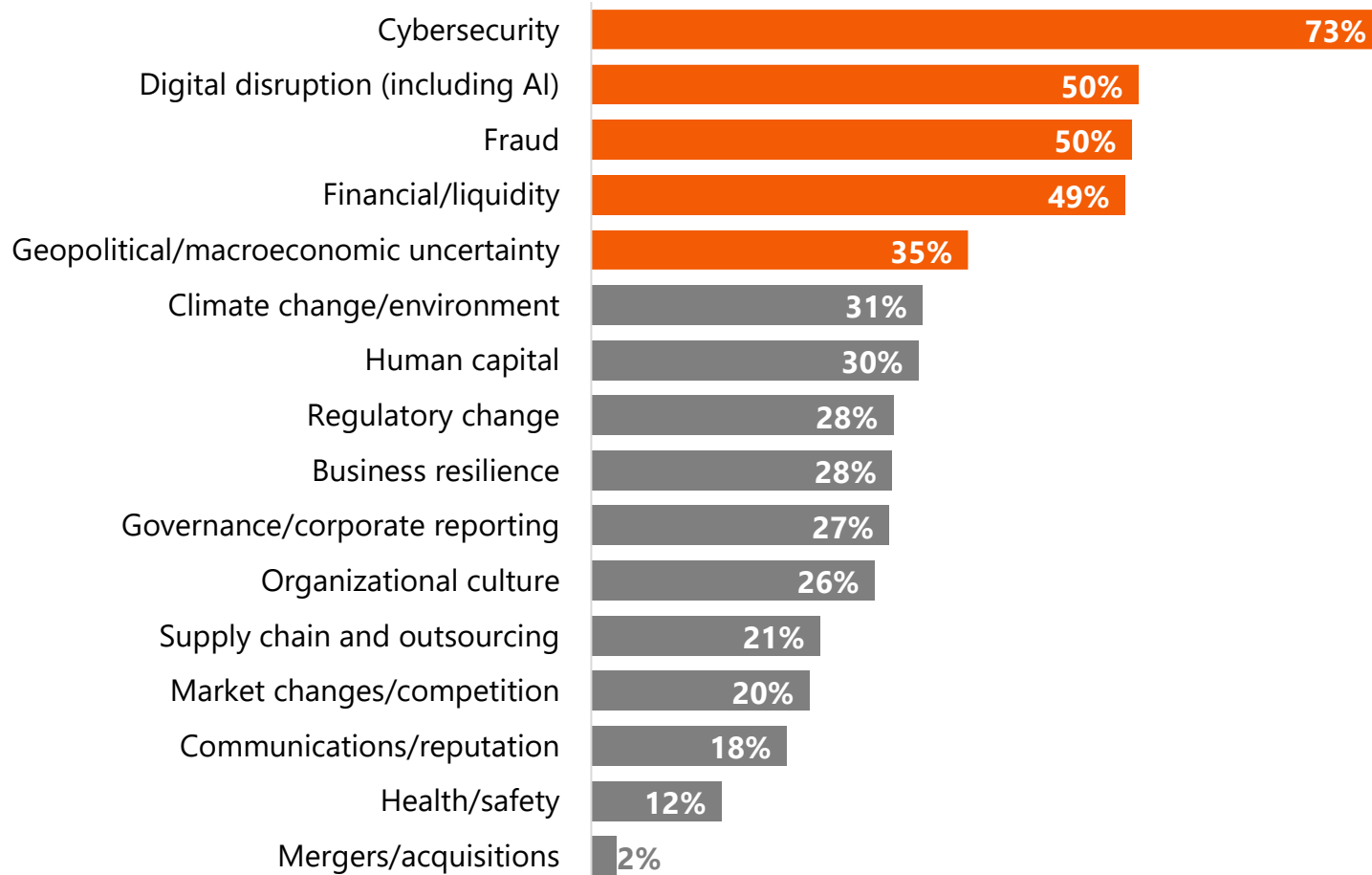
1. Top 5 risks
2. Top 5 audit priorities
3. Risk severity rating (1–7)
4. Risk governance maturity
5. Internal audit coverage

Risk Areas in the Survey

1	Business resilience	9	Governance/corporate reporting
2	Climate change	10	Health/safety
3	Communications/reputation	11	Human capital
4	Cybersecurity	12	Market changes/competition
5	Digital disruption (including AI)	13	Mergers/acquisitions
6	Financial/liquidity	14	Organizational culture
7	Fraud	15	Regulatory change
8	Geopolitical uncertainty	16	Supply chain and outsourcing

Africa – Top 5 Risks

Survey question: What are the Top 5 risks your organization currently faces?



■ 5 highest risks

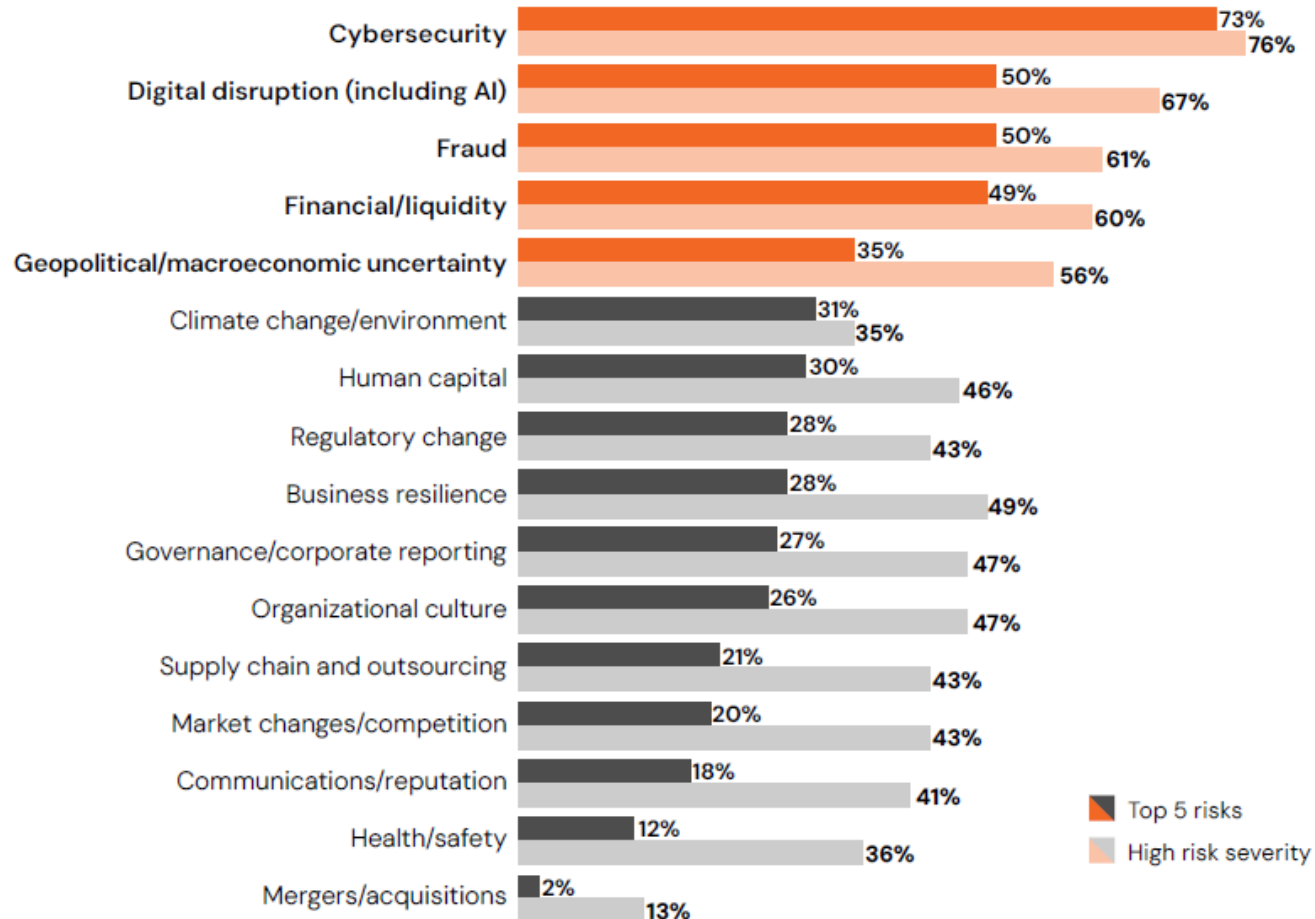
The following risks stand out:

1. **Cybersecurity** is the highest organizational risk by far.
2. **Digital disruption, fraud, and financial/liquidity** are next highest, with very similar rankings.
3. **Geopolitical uncertainty** became one of the 5 highest risks this year.

These risks drive and shape other risk areas.

Africa – Top 5 Risks vs. Risk Severity

Survey questions: What are the Top 5 risks your organization currently faces? On a scale of 1 to 7, please rate the current level of risk at your organization for each of the following risk areas.



How to Interpret the Graph

Dark colors show who picked the risk as one of the 5 highest at their organization (Top 5 risk). **Light colors** show who rated the risk as a 5, 6, or 7 on a scale of 1 to 7 (high risk severity). **Orange** indicates the five highest ratings for both risk measures.

- **Two ways to measure risk.** “Top 5 Risk” shows which areas respondents selected as one of the 5 highest risks facing their organizations. “High Risk Severity” shows which risks were rated as high on a scale of 1 to 7.
- **Many areas with high risk severity.** Results show that CAEs in Africa face a wide array of risks. For almost every risk, at least 40% of respondents cited the risk severity as high.

Africa – Top 5 Risks Trend

Survey question: What are the Top 5 risks your organization currently faces?

2023	2024	2025	2026	Change from 2025 to 2026	Change	Risk areas
58%	64%	62%	73%		+11	Cybersecurity
33%	34%	44%	50%		+6	Digital disruption (including AI)
46%	42%	43%	50%		+7	Fraud
47%	42%	43%	49%		+6	Financial/liquidity
25%	23%	27%	35%		+8	Geopolitical/macroeconomic uncertainty
19%	25%	24%	31%		+7	Climate change/environment
39%	44%	35%	30%		-5	Human capital
32%	32%	34%	28%		-6	Regulatory change
52%	57%	49%	28%		-21	Business resilience
36%	31%	33%	27%		-6	Governance/corporate reporting
34%	34%	29%	26%		-3	Organizational culture
19%	16%	17%	21%		+4	Supply chain and outsourcing
21%	15%	19%	20%		+1	Market changes/competition
27%	26%	25%	18%		-7	Communications/reputation
10%	10%	11%	12%		+1	Health/safety
3%	4%	3%	2%		-1	Mergers/acquisitions

Increased risk compared to prior year Decreased risk compared to prior year

How to Interpret the Graph

Orange text indicates an increase of 4 percentage points or more compared to the prior year. The **orange** and **blue** bars show the difference in ratings from 2025 to 2026. The column labeled "change" shows the percentage point difference from 2025 to 2026.

- Africa experienced substantial shifts in risk levels across six risk areas.
- **Cybersecurity** emerged as the fastest-growing risk (+11).
- **Climate change** risk has increased steadily since 2023.
- **Business resilience** was significantly displaced in the risk ratings, along with several other areas to a lesser degree.

Africa – Top 5 Risks per Sector

Survey question: What are the Top 5 risks your organization currently faces?

Risk areas	All Africa	Public sector	Financial services	Privately held	Publicly traded	Nonprofit
Cybersecurity	73%	69%	83%	71%	70%	70%
Digital disruption (including AI)	50%	50%	60%	36%	39%	49%
Fraud	50%	52%	51%	42%	39%	70%
Financial/liquidity	49%	53%	45%	55%	33%	47%
Geopolitical/macroeconomic uncertainty	35%	28%	39%	43%	37%	40%
Climate change/environment	31%	29%	35%	20%	35%	28%
Human capital	30%	28%	32%	34%	24%	21%
Regulatory change	28%	27%	30%	19%	50%	30%
Business resilience	28%	23%	28%	38%	26%	44%
Governance/corporate reporting	27%	35%	18%	24%	24%	19%
Organizational culture	26%	33%	17%	23%	22%	21%
Supply chain and outsourcing	21%	23%	13%	30%	33%	9%
Market changes/competition	20%	11%	22%	37%	41%	23%
Communications/reputation	18%	22%	18%	9%	9%	16%
Health/safety	12%	14%	5%	16%	11%	12%
Mergers/acquisitions	2%	3%	1%	2%	6%	2%

5 highest risks

- **Cybersecurity** is a Top 5 risk in every sector, peaking at 83% in financial services.
- **Digital disruption** risk is rated substantially higher in public sector, financial services, and nonprofit than in other sectors.
- **Fraud** risk levels are similar across sectors, except for a spike of 70% for nonprofit organizations.



Internal Audit Strategies for Risk Environment

- **Strengthen alignment with leadership.** Collaborate with senior management and other assurance providers to ensure risk management frameworks reflect current and emerging exposures.
- **Adopt forward-looking capabilities.** Invest in predictive analytics and risk intelligence tools to enhance early warning and preparedness.
- **Increase agility in planning.** Shift to shorter, dynamic planning cycles to respond to rapidly changing risk conditions.
- **Modernize capability and resourcing.** Prioritize investment in digital audit tools and build critical skills aligned to the digital economy.
- **Shift to proactive auditing.** Balance traditional assurance with advisory, insight, and foresight to support strategic decision-making.
- **Strengthen risk management maturity.** Partner with management to address immature risk management practices.

Africa's Internal Audit Priorities

Risk and Audit Priorities Are Not Fully Aligned



Africa – Top 5 Audit Priorities Trend

Survey question: What are the Top 5 audit areas on which internal audit spends the most time and effort?

2023	2024	2025	2026	Change from 2025 to 2026	Change	Audit areas
54%	57%	60%	67%		+7	Cybersecurity
57%	49%	50%	57%		+7	Fraud
53%	55%	47%	56%		+9	Financial/liquidity
52%	54%	51%	43%		-8	Governance/corporate reporting
56%	58%	54%	38%		-16	Business resilience
24%	24%	30%	37%		+7	Digital disruption (including AI)
32%	29%	31%	35%		+4	Supply chain and outsourcing
35%	39%	37%	33%		-4	Regulatory change
33%	36%	31%	29%		-2	Human capital
27%	25%	26%	22%		-4	Organizational culture
25%	25%	23%	20%		-3	Communications/reputation
11%	9%	14%	18%		+4	Climate change/environment
13%	14%	13%	17%		+4	Health/safety
12%	10%	12%	15%		+3	Geopolitical/macroeconomic uncertainty
15%	12%	13%	13%		0	Market changes/competition
2%	4%	3%	2%		-1	Mergers/acquisitions

Increased audit priority compared to prior year Decreased audit priority compared to prior year

How to Interpret the Graph

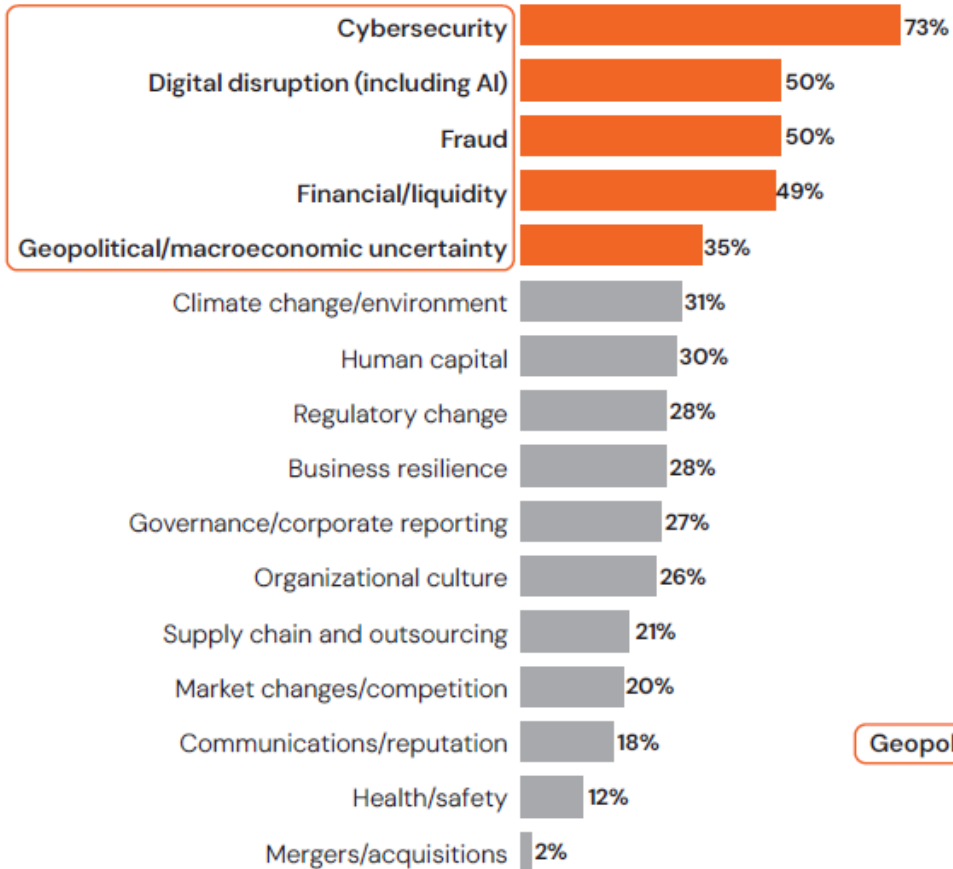
Orange text indicates an increase of 4 percentage points or more compared to the prior year. The orange and blue bars show the difference in ratings from 2025 to 2026. The column labeled "change" shows the percentage point difference from 2025 to 2026.

- **Financial/liquidity** had the largest increase of any audit area (+9) vs. the prior year.
- **Cybersecurity, fraud, and digital disruption** each rose 7 points.
- **Business resilience** and **governance** lost priority (audit effort displacement).

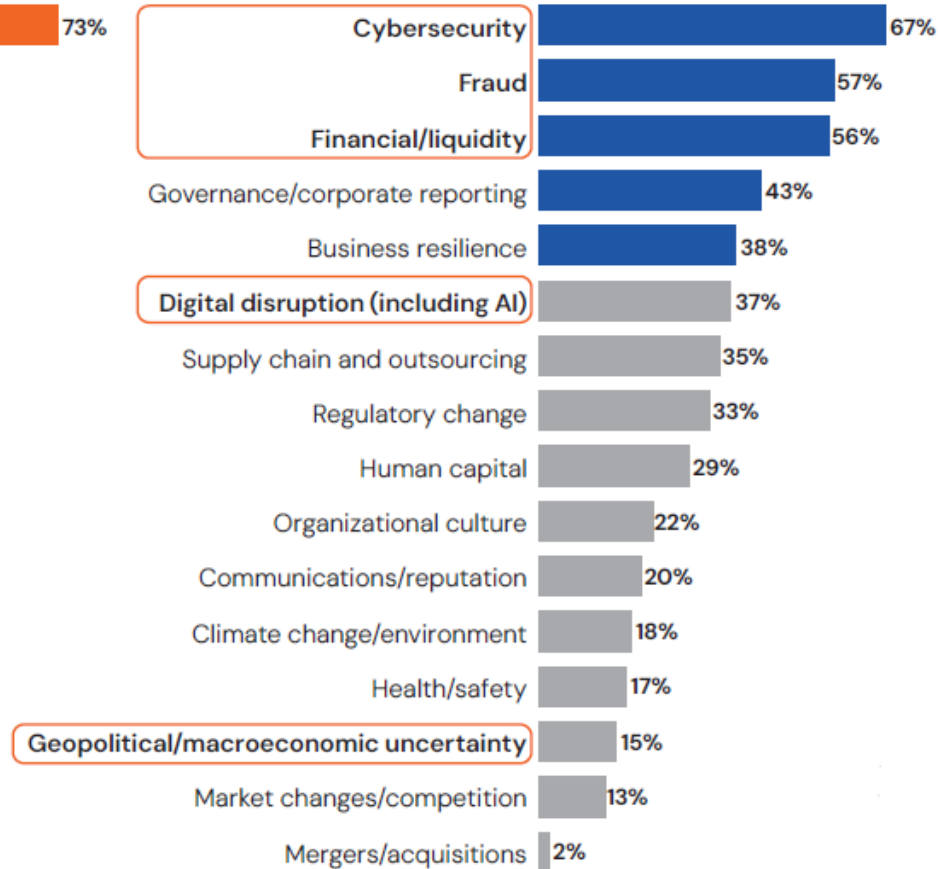
Africa – Risk vs. Audit Priority

Survey questions: What are the Top 5 risks your organization currently faces? What are the Top 5 audit areas on which internal audit spends the most time and effort? (Choose 5.)

Africa – Top 5 Risks



Africa – Top 5 Audit Priorities



■ Highest risks ■ Highest audit priorities ■ High risk areas

- Risk level and audit priority were generally aligned for **cybersecurity, fraud, and financial/liquidity**.
- There were larger gaps for **digital disruption** (-13) and **geopolitical uncertainty** (-20).

Africa – Top 5 Priorities per Sector

Survey question: What are the Top 5 audit areas on which internal audit spends the most time and effort?

Audit areas	All Africa	Public sector	Financial services	Privately held	Publicly traded	Nonprofit
Cybersecurity	67%	61%	79%	69%	56%	67%
Fraud	57%	57%	58%	52%	46%	67%
Business resilience	38%	30%	47%	47%	37%	49%
Financial/liquidity	56%	58%	57%	60%	41%	47%
Governance/corporate reporting	43%	46%	40%	40%	39%	35%
Digital disruption (including AI)	37%	35%	44%	27%	26%	42%
Supply chain and outsourcing	35%	38%	18%	52%	54%	35%
Regulatory change	33%	32%	39%	26%	31%	33%
Human capital	29%	32%	27%	26%	28%	23%
Organizational culture	22%	29%	11%	16%	19%	21%
Communications/reputation	20%	22%	21%	19%	13%	14%
Climate change/environment	18%	17%	17%	12%	22%	23%
Health/safety	17%	20%	6%	20%	31%	9%
Geopolitical/macroeconomic uncertainty	15%	12%	17%	11%	24%	21%
Market changes/competition	13%	7%	16%	21%	30%	9%
Mergers/acquisitions	2%	1%	2%	1%	4%	5%

- All sectors rated **cybersecurity, fraud, and financial/liquidity** high for audit priority.
- Digital disruption was substantially higher for **financial services** and **nonprofit**.
- Priority for **supply chain** was substantially higher for public sector, privately held, and publicly traded organizations.



Internal Audit Strategies for Audit Priorities

- **Embed agile planning.** Adopt dynamic, continuously updated audit planning processes.
- **Audit based on risk.** Prioritize audit coverage toward areas of highest risk exposure and strategic importance.
- **Strengthen capabilities.** Address skills gaps by investing in specialized expertise.
- **Leverage technology.** Accelerate adoption of advanced audit technologies.
- **Adopt flexible resourcing models.** Implement guest auditor or co-sourcing models.
- **Enhance collaboration with risk managers.** Review risk registers with relevant stakeholders to align with key risks.

Risk Maturity and Coverage

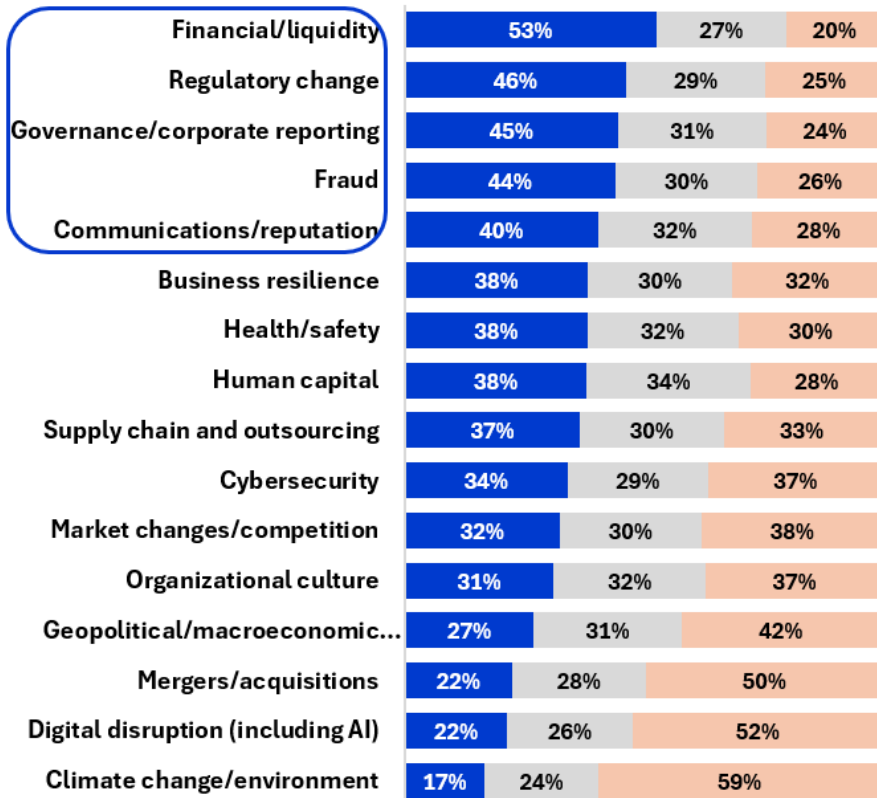
Low Maturity Areas Tend to Have
Low Audit Coverage



Africa – Maturity vs. Coverage

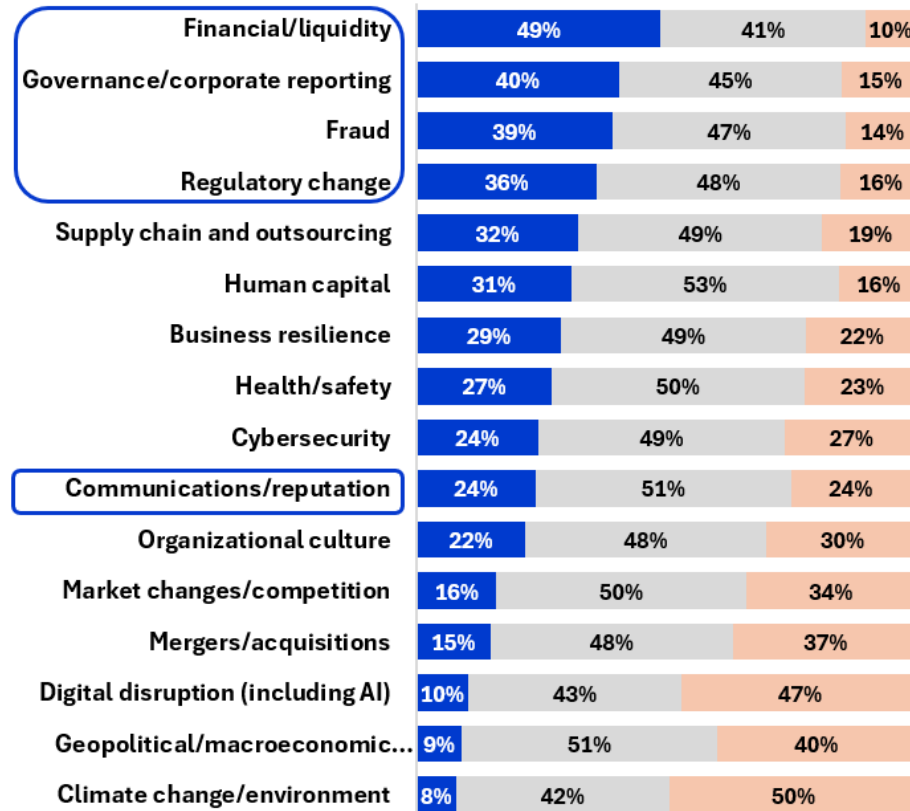
Survey questions: On a scale of 1 to 5, please rate the current level of risk governance maturity at your organization for each of the following risk areas. Please indicate the adequacy of internal audit's current coverage of these risk areas at your organization.

Africa – Risk Governance Maturity



■ 4-Managed, 5-Optimized ■ 3-Integrated ■ 1-Initial, 2-Infrastructure

Africa – Internal Audit Coverage



■ Full coverage ■ Partial coverage ■ Inadequate coverage

5 highest risk governance maturity areas

- High risk governance maturity is associated with high internal audit coverage.
- The only exception was communications, which was high for maturity but low for audit coverage.



Internal Audit Strategies for Risk Maturity and Coverage

- **Support governance maturity.** Internal audit functions must proactively assist their organizations to strengthen areas of low risk governance maturity.
- **Enhance skills.** Internal audit resourcing plans should include the development of skills in emerging risks.
- **Communicate concerns.** Where risk governance maturity is low, internal auditors should consider providing advisory services, including creating awareness among senior management and the board about the impact on the organization.

Global Risk Overview

Technology and Geopolitical Risks
Rising Rapidly



Global – Top 5 Risks

Survey question: What are the Top 5 risks your organization currently faces?



5 highest risks

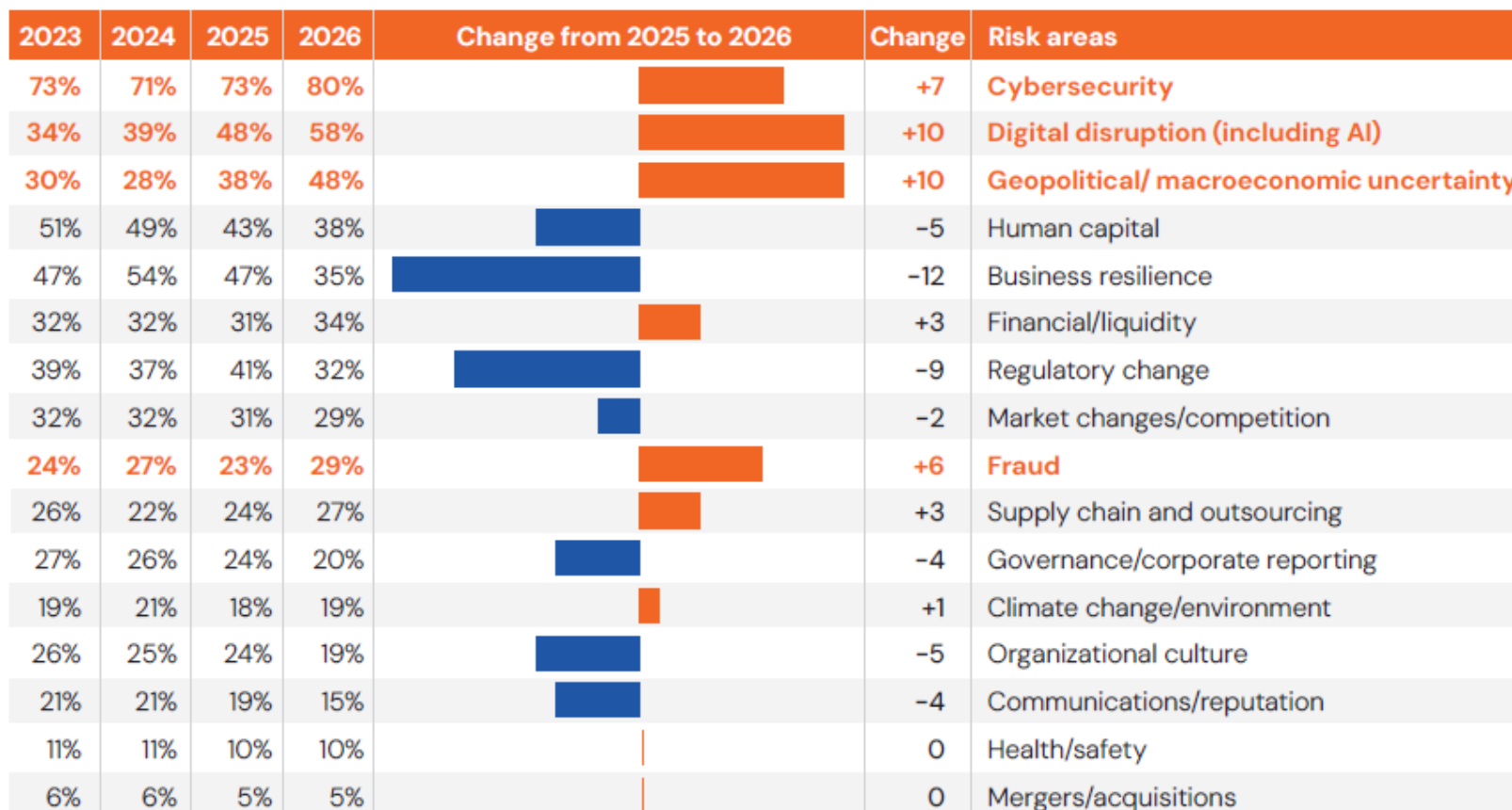
Three risks stand out at the top:

1. **Cybersecurity** is the highest organizational risk by far.
2. **Digital disruption** (including AI) reached second place.
3. **Geopolitical uncertainty** is third after significant increases last year and this year.

These risks drive and shape other risk areas.

Global – Top 5 Risks Trend

Survey question: What are the Top 5 risks your organization currently faces?



 Increased risk compared to prior year  Decreased risk compared to prior year

How to Interpret the Graph

Orange text indicates an increase of 4 percentage points or more compared to the prior year. The **orange** and **blue** bars show the difference in ratings from 2025 to 2026. The column labeled "change" shows the percentage point difference from 2025 to 2026.

- **High risks rising.** The three highest risks were also the ones that increased the most compared to the prior year – cybersecurity, digital disruption, and geopolitical uncertainty.
- **Risk displacement.** Business resilience and regulatory change decreased the most in risk ratings.

Global – Top 5 Risks per Region

Survey question: What are the Top 5 risks your organization currently faces?

Risk areas	Average of the regions	Africa	Asia Pacific	Europe	Latin America	Middle East	North America
Cybersecurity	80% ↑	73% ↑	72% ↑	86% ↑	80% ↑	81% ↑	85%
Digital disruption (including AI)	58% ↑	50% ↑	59% ↑	52% ↑	61% ↑	58% ↑	69% ↑
Geopolitical/macroeconomic uncertainty	48% ↑	35% ↑	48% ↑	51% ↑	52% ↑	60% ↑	43%
Human capital	38%	30%	41%	39%	37%	34%	45%
Business resilience	35%	28%	43%	37%	25%	47%	29%
Financial/liquidity	34%	49% ↑	28% ↑	28%	36% ↑	42% ↑	24%
Regulatory change	32%	28%	24%	40%	36%	20%	42%
Market changes/competition	29%	20%	37%	32%	27%	20%	41% ↑
Fraud	29%	50% ↑	28% ↑	16%	38% ↑	22%	18% ↑
Supply chain and outsourcing	27% ↑	21% ↑	33% ↑	26%	17%	35% ↑	33%
Governance/corporate reporting	20%	27%	21%	13%	15%	27%	14%
Climate change/environment	19%	31% ↑	20%	21%	23%	15%	7%
Organizational culture	19%	26%	19%	17%	26%	13%	16%
Communications/reputation	15%	18%	13%	17% ↑	15%	13%	16%
Health/safety	10%	12%	8%	12%	7%	10%	11%
Mergers/acquisitions	5%	2%	6%	5%	4%	3%	7%

5 highest risks

Note: The red arrows indicate an increase of 4 percentage points or more compared to the prior year.

- **Risk convergence.** Across regions, the highest ranked risks are becoming more similar.
- **Cybersecurity** and **digital disruption** are the two highest risks for all but one region.
- **Geopolitical uncertainty** was one of the 5 highest risks for all regions for the first time since the survey started four years ago.

Global – Top 5 Audit Priorities Trend

Survey question: What are the Top 5 audit areas on which internal audit spends the most time and effort?

2023	2024	2025	2026	Change from 2025 to 2026	Change	Audit areas
68%	69%	69%	75%		+6	Cybersecurity
45%	45%	44%	49%		+5	Financial/liquidity
42%	41%	40%	46%		+6	Fraud
55%	56%	55%	45%		-10	Governance/corporate reporting
54%	55%	53%	44%		-9	Business resilience
46%	46%	46%	43%		-3	Regulatory change
22%	25%	32%	42%		+10	Digital disruption (including AI)
34%	31%	33%	35%		+2	Supply chain and outsourcing
30%	31%	29%	25%		-4	Human capital
24%	23%	23%	19%		-4	Organizational culture
17%	16%	15%	15%		0	Health/safety
20%	20%	18%	15%		-3	Communications/reputation
16%	16%	15%	14%		-1	Market changes/competition
9%	8%	11%	13%		+2	Geopolitical/macroeconomic uncertainty
11%	12%	10%	10%		0	Climate change/environment
6%	6%	5%	6%		+1	Mergers/acquisitions

Increased audit priority compared to prior year Decreased audit priority compared to prior year

How to Interpret the Graph

Orange text indicates an increase of 4 percentage points or more compared to the prior year. The orange and blue bars show the difference in ratings from 2025 to 2026. The column labeled "change" shows the percentage point difference from 2025 to 2026.

- **Digital disruption** had the largest priority increase.
- **Cybersecurity, financial/liquidity, and fraud** were the three highest priorities and increased substantially vs. the prior year.
- **Audit priority displacement.** Governance and business resilience decreased the most for audit priority.

Global – Top 5 Audit Priorities per Region

Survey question: What are the Top 5 audit areas on which internal audit spends the most time and effort?

Audit areas	Average of the regions	Africa	Asia Pacific	Europe	Latin America	Middle East	North America
Cybersecurity	75% ↑	67% ↑	70% ↑	79% ↑	74% ↑	78% ↑	84%
Financial/liquidity	49% ↑	56% ↑	43% ↑	44%	52% ↑	52% ↑	46%
Fraud	46% ↑	57% ↑	48% ↑	42% ↑	56% ↑	38% ↑	35% ↑
Governance/corporate reporting	45%	43%	45%	45%	38%	53%	48%
Business resilience	44%	38%	51%	48%	32%	47%	51%
Regulatory change	43%	33%	38%	50%	53%	32%	54%
Digital disruption (including AI)	42% ↑	37% ↑	40% ↑	34% ↑	47% ↑	43% ↑	53% ↑
Supply chain and outsourcing	35%	35% ↑	42% ↑	41%	27%	33%	34%
Human capital	25%	29%	27%	22%	26%	27%	20% ↑
Organizational culture	19%	22%	19%	17%	27%	18%	10%
Health/safety	15%	17%	15%	21% ↑	10%	13%	17%
Communications/reputation	15%	20%	13%	11%	16%	15%	14%
Market changes/competition	14%	13%	18%	10%	15%	15%	11%
Geopolitical/macroeconomic uncertainty	13%	15% ↑	12% ↑	8%	14% ↑	25% ↑	6%
Climate change/environment	10%	18% ↑	13%	11%	8%	8%	5%
Mergers/acquisitions	6%	2%	6%	6%	5%	5%	11% ↑

- **Cybersecurity** increased for all but one region.
- **Financial/liquidity** priority ranked second overall and increased vs. the prior year for most regions.
- **Fraud** and **digital disruption** priority increased for every region vs. the prior year.

Resources From The IIA

Global Support for the Internal
Audit Profession



Resources From The IIA

Risk Environment

- [Assessing the Risk Management Process, 2nd Edition](#) (The IIA, Global Practice Guide, 2024)
- [Role of the Internal Audit Function in ERM](#) (The IIA, Statement of Position, 2026)

Audit Priorities

- [AI Framework Support Tools](#) (The IIA, Audit Tools, 2026)
- [Artificial Intelligence Auditing Framework](#) (The IIA, 2024)
- [Auditing Cybersecurity Operations: Prevention and Detection](#) (The IIA, Global Practice Guide, 2025)
- [Auditing Privacy and Data Protection Risks, 3rd Edition](#) (The IIA, Global Practice Guide, 2026)
- [Internal Auditing and Fraud, 3rd Edition](#) (The IIA, Global Practice Guide, 2024)
- [Organizational Resilience Topical Requirement](#) (The IIA, Topical Requirement, 2026)

Risk Governance Maturity and Internal Audit Coverage

- [Developing a Risk-Based Internal Audit Plan, 2nd Edition](#) (The IIA, Global Practice Guide, 2025)
- [Developing an Internal Audit Strategy](#) (The IIA, Global Practice Guide, 2025)
- [Three Lines Model](#) (The IIA, Statement of Position, 2026)

Global Internal Audit Standards

- [Complete Global Internal Audit Standards](#)

GLOBAL SUMMARY 2026/2027

Hot Topics for Internal Auditors

RISK in FOCUS

50 Internal Audit
FOUNDATION
1976-2026

Download Risk in Focus reports for:

- Africa
- Asia Pacific
- Europe
- Latin America
- Middle East
- North America
- Global Summary



theiia.org/RiskInFocus

Acknowledgments



Africa Risk in Focus Project Team

Report Writer

Dr. Sizwe Nyenyiso, CIA, CFE, PhD, Senior Director of Internal Audit at Nelson Mandela University

Report Interviewees

- Lilian Wangechi Mwangi, President of IIA–Kenya
- Lubinda Namiluko, AFIIA Treasurer and President of IIA–Zambia
- Blessing Shumbamhini, President of IIA–Zimbabwe

Roundtable Moderators

- Gontle Khupe, IIA–Botswana
- Ivony Kudzayi Katsande-Zezekwa, IIA–Zimbabwe
- Alain-Serge Lubelo, IIA–Congo



African Federation of
Institutes of Internal Auditors

Roundtable Participants

- Lubinda Namiluko, IIA–Zambia
- Josia Shilyomunhu, IIA–Namibia
- Blessing Shumbamhini, IIA–Zimbabwe
- Jonathan Ngoma, IIA–Tanzania
- Harriet Akua Karikari, IIA–Ghana
- Linda Barbra Mukholi, IIA–Uganda
- Basiru Cham, Gambia
- Basirou Njie, Gambia
- Iman Yusuf Iman, IIA–Somalia
- Vakana Ratsimbazafy, IIA–Madagascar
- Dohnayi Thesling Nuseh, IIA–Cameroon
- Kenneth Kamurasi, IIA–Uganda
- Melvin Wilson, Sierra Leone
- Midokpoe Komlanvi, IIA–Togo
- Conchita Miassi, Benin
- Dagbo Assogba Mélaine, Benin
- Habib Bchir, IIA–Tunisia
- Igor Ulrich Amvene, IIA–Gabon

AFIIA Governing Council 2025–27

Chairman: Thokozile Kuwali (Malawi)

Executive Secretary: Jonathan Ngoma (Tanzania)

Treasurer: Lubinda Namiluko (Zambia)

- **Vice Chairman, West Africa:** Harriet Akua Karikari (Ghana)
- **Vice Chairman, Eastern Africa:** Fred Mugunga (Rwanda)
- **Vice Chairman, North Africa:** Deyaa Abbad el Andaloussi (Morocco)
- **Vice Chairman, Southern Africa:** Tafireyi Nyamazana (Zimbabwe)
- **Vice Chairman, Central Africa:** Thany Kabangu (DR of the Congo)
- **Large Institute Representative:** Lilian Wangechi Mwangi (Kenya)
- **Large Institute Representative:** Simon-Jude Mmayie (Nigeria)
- **Large Institute Representative:** Lusanda Ncoliwe (South Africa)
- **Immediate Past Chairman:** Ruth Doreen Mutebe (Uganda)

AFIIA Secretariat

- **Head of Secretariat:**
Kafaso Millinga (Tanzania)
- **Assistant Manager for Administration and Affiliate Relations:**
Iq-Lima Issa (Tanzania)
- **Secretariat Support Team Leader:**
Seit Hassan (Tanzania)



African Federation of
Institutes of Internal Auditors

Internal Audit Foundation Partners

Diamond Partners



Gold Partners

- Carr, Riggs, & Ingram
- Fundación Latinoamericana de Auditores Internos
- IIA–Houston Chapter
- IIA–Japan
- IIA–New York Chapter
- IIA–San Francisco Chapter

President's Circle (Individual Donors)

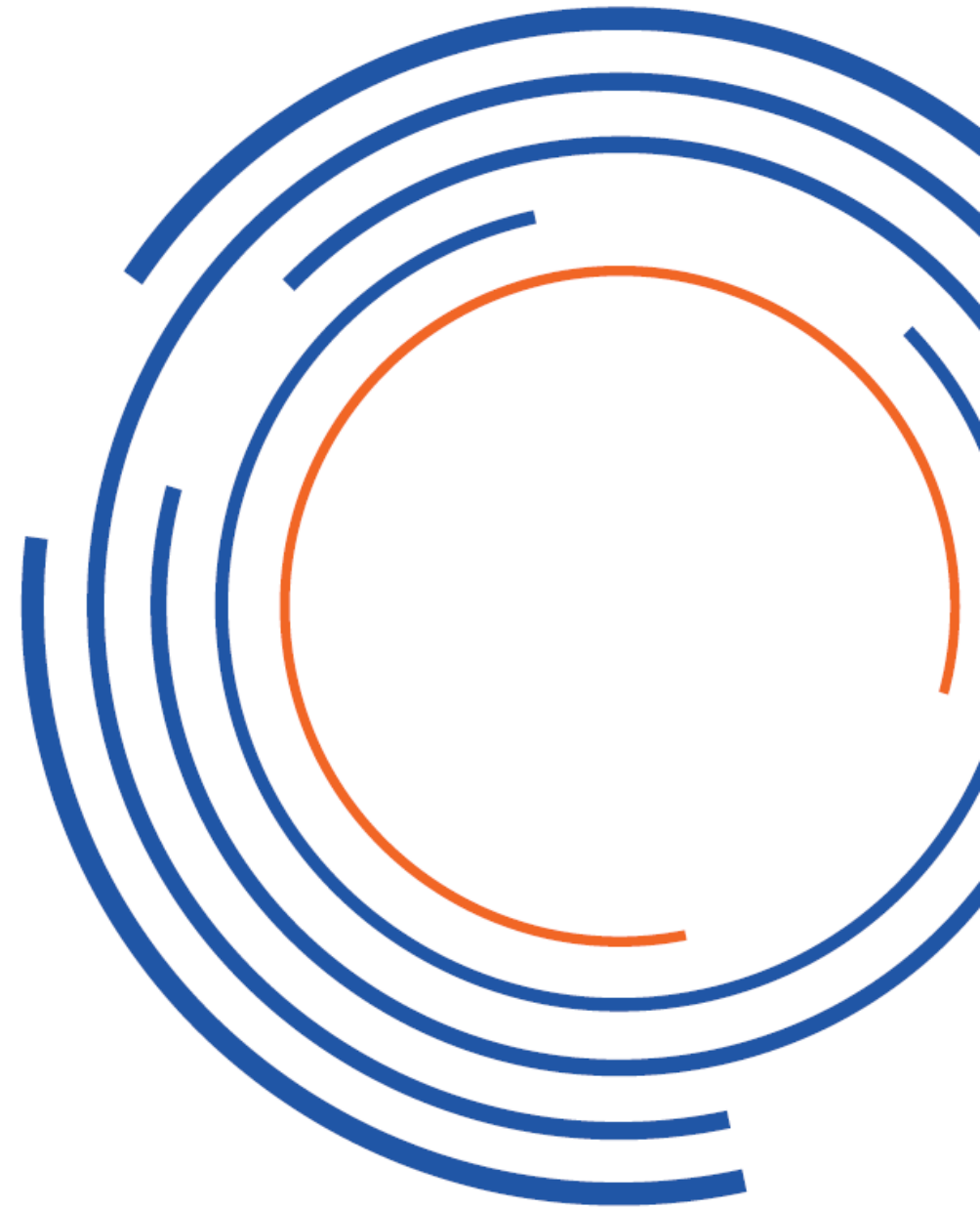
- Larry Harrington, CIA, QIAL, CRMA
- Glenn Ho, CIA, CRMA
- Keith Kahl, CIA, CRMA
- Doug Mims, CIA, CRMA
- Jessica Rodgers, CIA
- Stacey Schabel, CIA
- Michael A. Smith, CIA
- Warren Stippich, CIA, CRMA

About The IIA

The Institute of Internal Auditors (IIA) is a nonprofit international professional association that serves more than 265,000 global members and has awarded more than 200,000 Certified Internal Auditor® (CIA®) certifications worldwide. Established in 1941, The IIA is recognized throughout the world as the internal audit profession's leader in standards, certifications, education, research, and technical guidance. For more information, visit theiia.org.

About the Internal Audit Foundation

The Internal Audit Foundation is the preeminent global resource, in strategic partnership with The IIA, dedicated to elevating and empowering the internal audit profession by developing cutting-edge research and programs. The Foundation helps current and future internal auditors stay relevant by building and enhancing their skills and knowledge, ensuring organizations are equipped to create, protect, and sustain long-term value. For more information, visit theiia.org/Foundation.



Copyright

The IIA publishes this document for informational and educational purposes. This material is not intended to provide definitive answers to specific individual circumstances and as such is only intended to be used as a guide. The IIA recommends seeking independent expert advice relating directly to any specific situation. The IIA accepts no responsibility for anyone placing sole reliance on this material.

Copyright © 2026 by the Internal Audit Foundation. All rights reserved. For permission to republish, please contact Copyright@theiia.org.

September 2026

Global Headquarters
The Institute of Internal Auditors
1035 Greenwood Blvd., Suite 401
Lake Mary, Florida, 32746 USA

Phone: +1-407-937-1111
Fax: +1-407-937-1101
Web: theiia.org/Foundation



Internal Audit Foundation Africa Research Team

Research lead

- Deborah Poulalion,
Senior Manager, Research
and Insights, The IIA

Project manager

- Candace Sacher

Writer

- Dr. Sizwe Nyenyiso,
CIA, CFE, PhD

Graphic designers

- Sergio Analco
- Cathy Watanabe