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ҚАУІПСІЗДІКТІ ҚАМТАМАСЫЗ ЕТУДЕГІ  
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**Халықаралық ғылыми-тәжірибелік  
конференцияның  
баяндамалар жинағы**

**Сборник докладов международной научно-  
практической конференции**

**«ГОСУДАРСТВЕННЫЙ АУДИТ В ОБЕСПЕЧЕНИИ  
ВЫСОКОГО КАЧЕСТВА ЖИЗНИ НАСЕЛЕНИЯ И  
НАЦИОНАЛЬНОЙ БЕЗОПАСНОСТИ»**

**Collection of reports of the international scientific  
and practical conference**

**«STATE AUDIT IN ENSURING THE HIGH QUALITY OF  
LIFE OF THE POPULATION AND NATIONAL  
SECURITY»**

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Жинаққа мемлекеттік аудит органдары қызметкерлерінің, ғылыми қызметкерлердің, ғалым-экономистердің, қаржы саласы және мемлекеттік аудит мамандарының, профессор-оқытушылар құрамының және білім алушылардың халық өмірінің жоғары сапасын және ұлттық қауіпсіздікті қамтамасыз етудегі мемлекеттік аудиттің өзекті мәселелері бойынша баяндамалары кірді

The collection includes reports of employees of state audit bodies, researchers, economists, specialists in the financial sector and state audit, faculty and students on topical issues of state audit in ensuring a high quality of life of the population and national security

В сборник вошли доклады работников органов государственного аудита, научных работников, ученых-экономистов, специалистов финансовой сферы и государственного аудита, профессорско-преподавательского состава и обучающихся по актуальным вопросам государственного аудита в обеспечении высокого качества жизни населения и национальной безопасности

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## FOREIGN EXPERIENCE OF INTERNAL AUDIT IN STATE BODIES

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**Abstract.** The article discusses the features of the organization and conduct of internal audit in government bodies of foreign developed countries. The characteristic features and methods of conducting internal audits of state bodies are disclosed. The tools for the implementation of state programs aimed at implementing the strategic development priorities of countries and ensuring the national security of such foreign countries as the Netherlands and South Korea have been identified. In the modern world of actively developing countries, there is a widespread tendency to delegate and uphold the principle of independence. Analysis of internal audit systems in the public sector of European and Asian countries once again proved the priority of information technology in the country's economic processes. On the example of the Republic of Korea, one can observe the high efficiency of the activities of internal state audit bodies through the introduction of a system for the exchange of digitized information between ministries.

**Key words:** state audit, internal audit in state bodies, internal audit service, audit delegation, performance audit, audits, internal audit bodies.

**Аннотация.** Мақалада дамыған шет елдердің мемлекеттік органдарында ішкі аудитті ұйымдастыру және жүргізу ерекшеліктері қарастырылған. Мемлекеттік органдардың ішкі аудитін жүргізудің сипаттамалық ерекшеліктері мен әдістері ашылады. Елдердің стратегиялық даму басымдықтарын іске асыруға және Нидерланды, Оңтүстік Корея сияқты шет мемлекеттердің ұлттық қауіпсіздігін қамтамасыз етуге бағытталған мемлекеттік бағдарламаларды іске асыру құралдары айқындалды. Белсенді дамып келе жатқан елдердің қазіргі әлемінде тәуелсіздік принципін беру және қолдау үрдісі кең таралған. Еуропа және Азия елдерінің мемлекеттік секторындағы ішкі аудит жүйелерін талдау елдің экономикалық процестерінде ақпараттық технологиялардың басымдылығын тағы бір рет дәлелдеді. Корея Республикасының мысалында министрліктер арасында цифрланған ақпарат алмасу жүйесін енгізу арқылы ішкі мемлекеттік аудит органдары қызметінің жоғары тиімділігін байқауға болады.

**Түйін сөздер:** мемлекеттік аудит, мемлекеттік органдардағы ішкі аудит, ішкі аудит қызметі, аудиторлық делегация, тиімділік аудиті, аудит, ішкі аудит органдары

**Аннотация.** В статье рассмотрены особенности организации и проведения внутреннего аудита в государственных органах зарубежных развитых стран. Раскрыты характерные особенности и методики проведения внутренних проверок государственных органов. Определены инструменты реализации

государственных программ, направленных на реализацию стратегических приоритетов развития стран и обеспечение национальной безопасности таких зарубежных стран как Нидерланды и Южная Корея. В современном мире активно развивающихся стран распространена тенденция к делегированию и отстаиванию принципа независимости. Анализ систем внутреннего аудита в государственном секторе Европейских и Азиатских стран лишний раз доказал приоритетность информационных технологий в экономических процессах страны. На примере Республики Кореи можно наблюдать высокую эффективность деятельности органов внутреннего государственного аудита за счет внедрения системы обмена оцифрованной информацией между министерствами.

**Ключевые слова:** государственный аудит, внутренний аудит в государственных органах, служба внутреннего аудита, делегирование аудита, аудит эффективности, аудиторские проверки, органы внутреннего аудита.

Public audit has always been seen as an integral part of public financial management and increasingly as a tool to improve the efficiency of the public sector. The audit covers a wide range of activities with different objectives. Initially, it was a mechanism that guaranteed the government and its ministries, as well as the legislature, the receipt and expenditure of public funds in accordance with the laws.

Although internal audit and external audit face similar challenges, the latter is usually given the most attention. Recently, however, there has been an increased interest in the functions of internal audit. In many developed and advanced countries, the need for better accountability and greater transparency in government has led to a need for more information about government programs and services.

This article provides a brief overview of the internal audit system of public authorities in the Netherlands and South Korea, revealing the variety of models and methods of internal public audit. Both countries are a vivid example of countries with a stable and developed economy, whose example and experience can help our Republic reach a new level of internal audit in government bodies.

In recent years, a number of countries have refocused internal audit from compliance to performance issues. In Anglo-Saxon and northern Europe, the focus was on the introduction of performance-based budgeting, linked to a new approach to public administration, focusing on performance rather than compliance, and using a more decentralized approach. Others have established internal performance review departments separate from internal audit. In continental Europe, with a much stronger legal tradition, there is more emphasis on pre-compliance audits, which are often carried out primarily through central agencies.

As for the Asian model of the functioning of internal audit in government bodies, it is very technological and interesting. Along with the main principle of independence is delegation. Also, the country has introduced a system of digitalization of information exchange between state bodies.

### **Netherlands**

Internal audits have two main tasks: legislative and advisory. Financial and operational audit is applied at three organizational levels under the Decree of the Ministry of Finance: strategic level, operational level and activity and transaction level. Checks whether the central government of the Netherlands is spending public funds economically, efficiently and effectively. Our statutory task is to audit the revenues and expenditures of the central government. Parliament can use our audit report to relieve the government of the responsibility for policy implementation. The Netherlands has 11 ministries, five of which have internal audit services. There are two common service centers for internal audit, one for two ministries and one center responsible for state control.

For reasons of efficiency, all internal audit offices have been merged since 2012. Thus, the Internal Audit Directorate reports hierarchically to the Director General of the Ministry of Finance and the Minister of Finance, but functionally reports directly to the Director General and the relevant Minister. The most important elements of the internal audit charter, such as independence, scope, responsibility, authority, and internal audit standards, are regulated by by-laws.

Twenty of our 40 audits were part of the 2018 accountability audit. This accountability audit report is published in May of each year. It consists of a series of reports in which we assess the performance of the central government. Each of these reports focuses on a specific chapter of the central government budget for the past year.

Since 2015, ministers have accepted, on average, 62% of the recommendations of the Accounts Chamber. However, this percentage fluctuates greatly from year to year and has fallen sharply since 2018. The Court tracked ministerial reactions to the audit results in its Progress Meter from 2015 to 2020.

Over the past 6 years, the Court has made 590 recommendations in dozens of audits. In response, the ministers gave 366 commitments. The commitment percentage varies greatly from minister to minister. 5 ministers pledged to implement at least 67% of the recommendations. The ministers of foreign trade and development cooperation, as well as education, culture and science, accepted less than 40%.

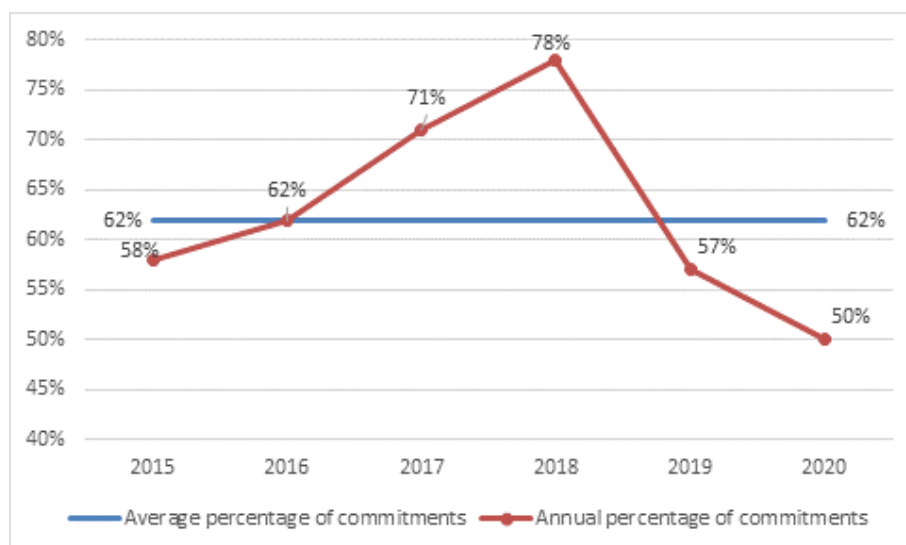


Figure 1. Average percentage of commitments (2015–2020)

The Accounts Chamber also checked whether the ministers had indeed taken action. Every two years he asked ministries to report on the measures they had taken in response to his recommendations. It turned out that 58% of initiatives were implemented, and 33% have already been completed. The analysis also showed that ministers sometimes made no commitments but nevertheless took action in response to the findings of the Court's scrutiny. In light of this, 72% of the recommendations resulted in action.

### **Korea**

In Korea, public sector audit includes external audit by BAI and internal audit by internal audit bodies. BAI is Korea's Supreme Audit Institution established by the Constitution and the BAI Law. Internal audit bodies are established within the framework of central administrative bodies, local government bodies or public institutions in accordance with article 5 of the Public Sector Audit Law and the organizational plan provisions of each of the above bodies.

However, BAI and internal audit bodies agree that there are several barriers when it comes to public sector accountability.

Internal audit bodies lack the independence and authority to closely oversee and control the organizations to which they belong. The BAI has too limited a staff to effectively prevent and control corruption and deviance in the public sector. According to the medium-term plan for managing social security funds for 2019–2023, in the period from 2019 to 2022, employment insurance deficiency is predicted, and from 2023 a deficit of pensions for teachers of private schools. There are presented audit findings by eight different types in 2021 on the figure 3.

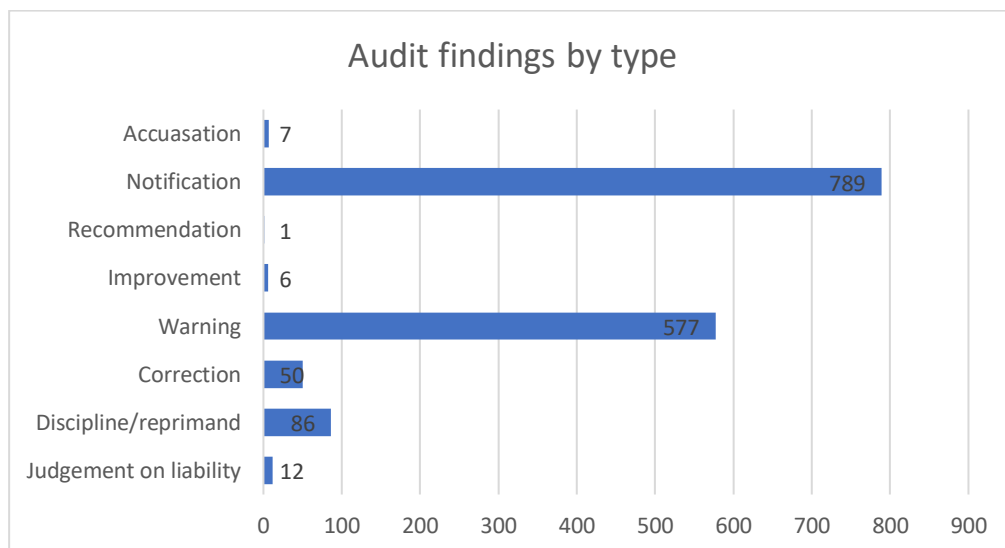


Figure 2. Audit findings by type

As is shown on the graph, most of the share of audit findings is occupied by notifications and warnings, next is discipline and corrections. To eradicate the root cause of recurrent irregularities among local governments, BAI conducted audits on the central administrative agencies and upper-level governments. Based on its audit

findings, BAI requested the Minister of Interior and Safety, in charge of local government affairs, to improve the standard local tax information system and local financial management system. There are number of audited entities and personnel of audited entities on the figure 3.

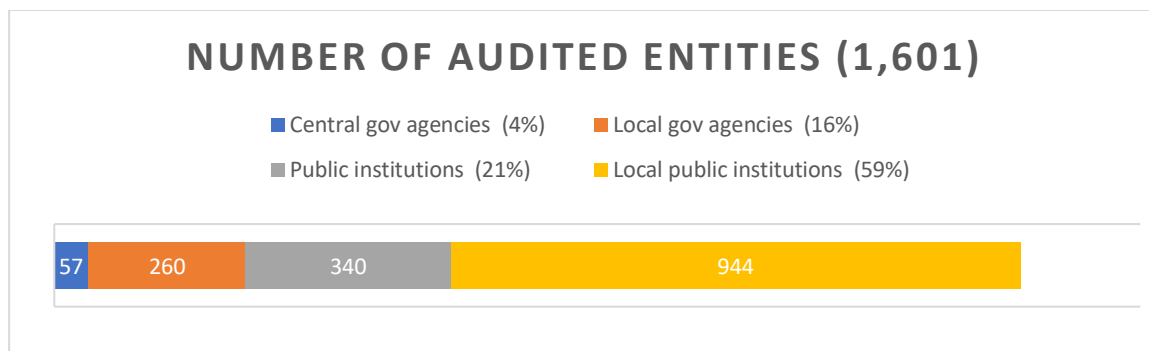


Figure 3. Number of audited entities and personnel of audited entities

In addition, BAI uses the delegated and trusted audits provided for in the BAI Law, the Public Sector Audit Law and the Public Administration Law. These new types of audits allow BAI to outsource all or part of its audit work to other organizations, such as internal audit bodies. The regulation on supporting the activities of internal audit and delegated/entrusted audits sets out details, such as the objectives and procedure for conducting two types of audits.

In 2021, BAI audited the internal audit activities of 667 entities subject to BAI audit under the Public Sector Audit Act. BAI scrutinizes internal audit bodies through two approaches, based on the number of audits audited and the results of internal audit activities performed. In order to provide an objective and comprehensive review, BAI has established 25 indicators in four areas and evaluates them.

Many countries are in the process of establishing e-government systems as a tool to innovate the public sector and improve public services. These changes in public administration, in turn, have driven the digital transformation of auditing.

In Korea, the government has digitized its administrative procedures in the public sector. This has led to the exchange of digitized information between ministries. The government is also integrating new technologies into its e-government system to encourage further innovation using accumulated knowledge and lessons learned.

During the on-site audit preparation phase, all audit bodies, including the BAI, are required to check whether their audit plans overlap with others, and if so, they must adjust their audit plans. In response, on September 21, 2020, BAI sent the 2021 Audit Plan Manual to internal audit bodies, and all audit bodies, including BAI, submitted the 2021 annual plan to PAIS by December 10 of that year.

BAI and internal audit bodies have included 132 and 6,535 audit subjects in PAIS, respectively. Using this data, BAI determined that a total of 463 audit events overlapped across 363 BAI audit entities and internal audit bodies. In addition, it was found that the volumes of 1,008 audits on 499 audit items conducted by internal audit bodies overlap.

State internal control, of course, has always existed in one form or another in every European country. However, it was modernized in a relatively short period of time throughout Europe. During this period, internal public audit became widely known and applied. The system of internal state audit has become an integral and important part of the modern management system. Public financial management and control professionals, including internal auditors, have been professionally trained with official qualifications and special long-term training programs sometimes provided by institutions external to the public sector.

Not all countries interpret the concept of internal control in the same way. While some countries have dedicated independent internal control institutions, others place responsibility for internal control on the appropriate administrative bodies. In some countries, this decentralized system of internal control is built into and is an integral part of the Government of the country. The need for establishing, reporting on, and applying this risk management approach to internal control can be clearly spelled out in laws and regulations.

Almost all EU Member States have an internal audit function, but it does not always cover all areas of public administration. Traditional compliance and financial audits are increasingly being complemented by advisory services and performance audits, requiring more professional and well-trained internal audit staff. In some states, audit commissions and audit committees have been established.

Taking into account the experience of various European and Asian countries, one can note interesting features of internal audit in state bodies, as well as try to introduce them into the state audit system of the Republic of Kazakhstan. Since our country is striving to improve the efficiency of government bodies, special attention should be paid to the internal audit system.

Thus, the country needs not only to eliminate the existing shortcomings in the functioning, but also to significantly transform the internal audit system:

- introduce the principle of delegation;
- ensure the independence of internal auditors;
- Introduce advanced information technologies, similar to the data exchange system between government agencies in South Korea.

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## «ҚАЗАҚТЕЛЕКОМ» АКЦИОНЕРЛІК ҚОҒАМЫНЫҢ АҚША ҚАРАЖАТТАРЫ МЕН ОЛАРДЫҢ БАЛАМАЛАРЫНЫҢ АУДИТІ

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**Түйін сөздер:** қаржылық есептілік, динамика, талдау, аналитикалық көрсеткіштер, ақша қаражаттары, ауытқу, өсіңкілік, акционерлік компания, деректер, талшықты-оптикалық сым, сандық, банк, прогресс, депозит

**Аннотация:** Зерттеу жұмысының мақсаты «Қазақтелеком» АҚ-да бар ақша қаражаттары мен олардың баламалары туралы ақпаратты ашу болып табылады. Зерттеу жұмыста ақша қаражаттарының құрамына және соңғы 3 жылдағы деректердің өзгеру динамикасына көп көңіл бөлінеді. Өзгерісті сандық тұрғыда бағалау үшін аналитикалық көрсеткіштер – ауытқу және өсіңкілік көрсеткіштері пайдаланылды. Салыстыру мақсатында әр жылдағы деректерді пайдаланып графикалық түрде бейнелеу пайдаланылды және әр кестеден соң талдау жүргізілді.

**Ключевые слова:** финансовая отчетность, динамика, анализ, аналитические показатели, денежные средства, отклонение, темп роста, акционерное общество, данные, оптоволоконный провод, цифровой, банк, прогресс, депозит

**Аннотация:** Целью исследования является раскрытие информации о денежных средствах и их эквивалентах, имеющихся в АО "Казахтелеком". В работе большое внимание уделяется составу денежных средств и динамике изменения данных за последние 3 года. Для количественной оценки изменений использовались аналитические показатели – показатели отклонений и прироста. Для целей сравнения использовалась графическая визуализация с использованием данных за каждый год и после каждой таблицы проводился анализ.

**Keywords:** financial statements, dynamics, analysis, analytical indicators, cash, fluctuations, growth, Joint Stock Company, data, fiber optic wire, digital, bank, progress, deposit