Risk Services

The rapidly changing business, geo-political and regulatory landscape continues to put many organisations under pressure, and in so doing adding to the complexity faced by Audit and Risk Committees, Chief Risk Officers and Chief Audit Executives alike.

For internal audit and risk management functions, the challenge of demonstrating tangible value as part of a smart combined assurance solution, has become a strategic topic that needs careful consideration,now more than ever before.
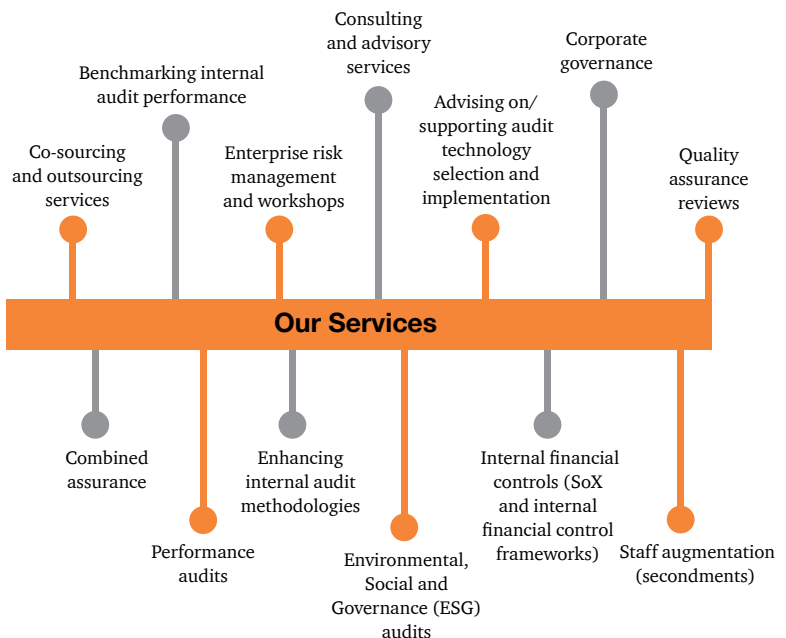
To assist our clients with support to address their challenges, we have continued to invest in strategic resources, expertise and digitisation tools and techniques.

Internal Audit

Internal audit functions play a crucial role in ensuring the integrity and efficiency of an organization's operations. However, they often encounter several significant challenges that can hinder their effectiveness. Some of these challenges include:

- Lack of experienced resources to provide effective assurance across the business, in particular strategic areas of the business, often requiring subject matter experts.
- Typically, these areas could include strategy setting, target operating models, portfolio management, capital allocation, Mergers and acquisitions, safety, health, environmental and sustainability, tax and IT, cyber and fraud risk.
- Non-optimal enterprise risk management and combined assurance strategy and deployment.
- Immature internal audit function digitisation and lack of deployment of data analytic tools required to extend audit testing and data interrogation to facilitate value add in a cost-effective manner.
- Cost constraints.

Our suite of services include:

Consulting and advisory services

Benchmarking internal audit performance

Corporate governance

Co-sourcing and outsourcing services

Enterprise risk management and workshops

Advising on/ supporting audit technology selection and implementation

Quality assurance reviews

Our Services

Combined assurance

Enhancing internal audit methodologies

Internal financial controls (SoX and internal financial control frameworks)

Performance audits

Environmental, Social and Governance (ESG) audits

Staff augmentation (secondments)

Digital Trust (SAP)

SAP Tailored Solutions

SAP South Market Area

01

SAP Security Design

- Design, build and implement security models with risk and business requirements in mind
- define a SAP security strategy that is clearly linked to business requirements

02

SAP Governance Risk & Compliance (GRC)

- Understand the benefit gap between clients current SAP GRC implementation and what is possible with SAP GRC
- SAP GRC Process control
- SAP GRC Risk management
- SAP GRC Access control
- Design sensitive access and segregation of duty rulesets based on our global PwC test library to identify and prevent unwanted access

03

Project Implementation Assurance

- Assist the client in performing regular health-checks to make sure project control is maintained.
- Provide deep-dive reviews of specific project phases.
- Perform a high level review of the project. Using specialised knowledge, perform a review of the project design decisions and business requirements.

04

ACE10

- Test and analyse access on SAP, efficiently, accurately and consistently
- Contains the rules and definitions for functions, refined over the past 15/20 years at PwC
- Analyse configuration data from SAP
- Test and analyse access for clients using multiple SAP systems (including HANA DBs). This includes the ability to test for cross-system SODs
- Ability to test and analyse access for SAP systems with HANA DBs

05

SAP Licence Review

- Evaluate the appropriateness of the license category assigned to named accounts using PwC proprietary and third party tools
- Review the current licensing agreement and assess whether renegotiating the agreement would reduce licensing costs.
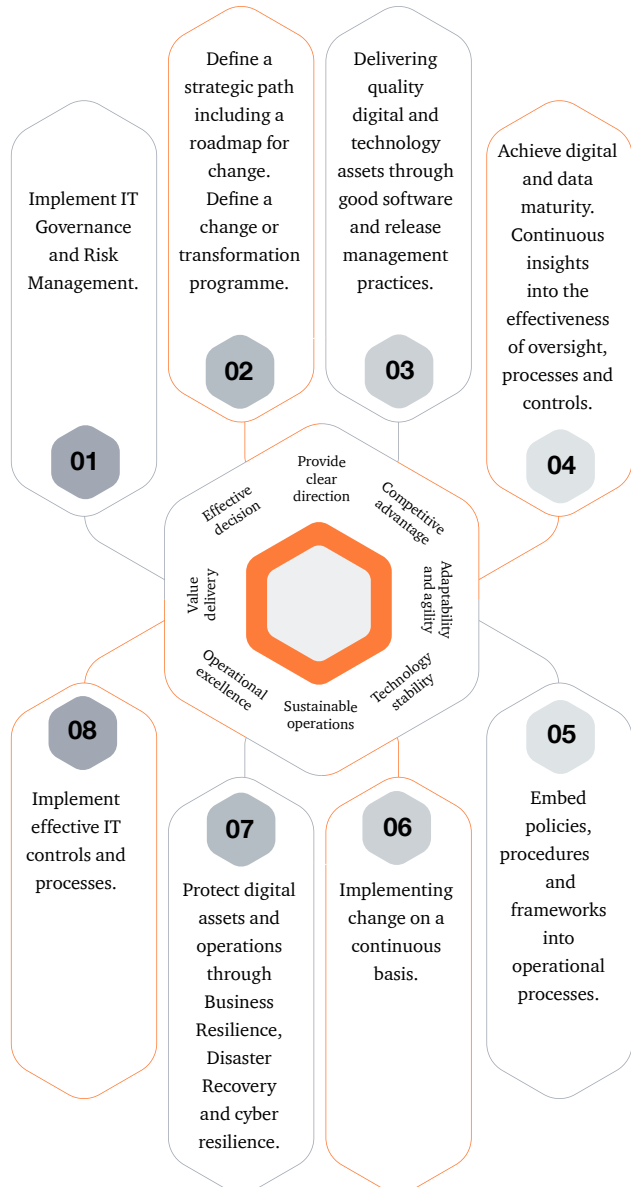
06

SAP Data Analytics

- Process mining to identify potential optimisation and risk mitigation opportunities on SAP systems
- Implementation of data analytics and GRC process control related technologies

Digital Trust (IT Risk)
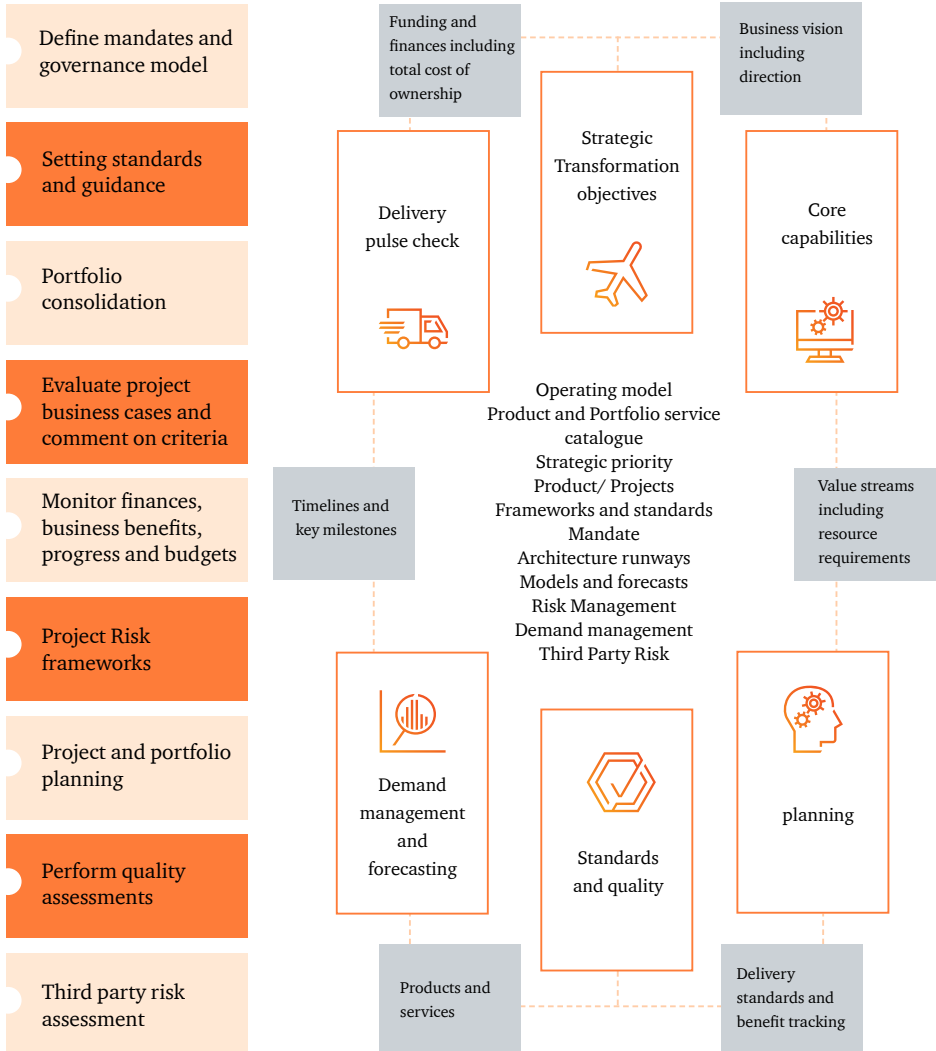
Technology driven operational excellence

Assess modernisation and technology changes managing key objectives to achieve strategic goals. All our solutions are driven by GenAI and analytics.

01 — Implement IT Governance and Risk Management.

02 — Define a strategic path including a roadmap for change. Define a change or transformation programme.

03 — Delivering quality digital and technology assets through good software and release management practices.

04 — Achieve digital and data maturity. Continuous insights into the effectiveness of oversight, processes and controls.

05 — Embed policies, procedures and frameworks into operational processes.

06 — Implementing change on a continuous basis.

07 — Protect digital assets and operations through Business Resilience, Disaster Recovery and cyber resilience.

08 — Implement effective IT controls and processes.

Provide clear direction

Effective decision

Competitive advantage

Value delivery

Adaptability and agility

Operational excellence

Technology stability

Sustainable operations

Digital Trust (IT Risk)

The Project Management Office

Review and setup the project management office including setting standards, assessing maturity and running the PMO.

- Define mandates and governance model
- Setting standards and guidance
- Portfolio consolidation
- Evaluate project business cases and comment on criteria
- Monitor finances, business benefits, progress and budgets
- Project Risk frameworks
- Project and portfolio planning
- Perform quality assessments
- Third party risk assessment

Funding and finances including total cost of ownership

Business vision including direction

Delivery pulse check

Strategic Transformation objectives

Core capabilities

Operating model
Product and Portfolio service catalogue
Strategic priority
Product/ Projects
Frameworks and standards
Mandate
Architecture runways
Models and forecasts
Risk Management
Demand management
Third Party Risk

Timelines and key milestones

Value streams including resource requirements

Demand management and forecasting

Standards and quality

planning

Products and services

Delivery standards and benefit tracking

Pro-active Forensics Services

Guardians of integrity: Uncovering truth, preventing fraud

What are pro-active forensic services?
These are services that are delivered pro-actively at our clients to address issues before they become significant problems. Pro-active forensic services take preemptive measures to detect, mitigate and respond to potential threats and incidents before they escalate.

What are the benefits of pro-active forensic services?

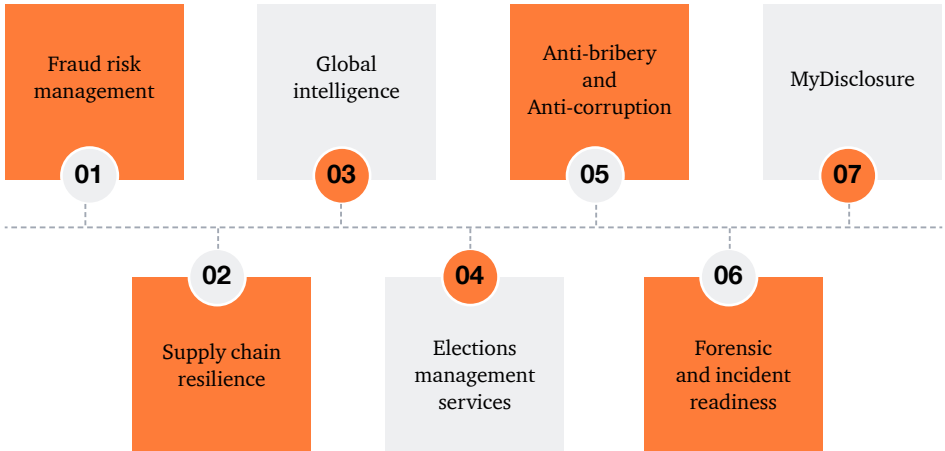| Inspire confidence to drive sustainable success	Detects threats and limit damages	Promotes ethical business practices
Pro-active forensic services support businesses in maintaining financial stability, integrity and long-term success. They have become essential for contributing to the overall governance and sustainability of all organisations.	Effecting forensic techniques that aim to identify incidents before they occur can significantly reduce the costs associated with incident response, remediation and recovery.	Demonstrating a pro-active approach to integrity can boost investor, regulatory and societal confidence, showing that the organisation is committed to doing the right thing.

Pro-active Forensics

Featured pro-active forensic services

01 Fraud risk management

02 Supply chain resilience

03 Global intelligence

04 Elections management services

05 Anti-bribery and Anti-corruption

06 Forensic and incident readiness

07 MyDisclosure

> "
>
> Implementing programmes to anticipate threats to organisational values and ethical behaviour is crucial for limiting and swiftly detecting integrity breaches before they cause damage.
>
> – Caleb Motsamai
> Forensics Partner

For more details on our forensic services, scan the QR code.

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At PwC, we help clients build trust and reinvent so they can turn complexity into competitive advantage. We're a tech-forward, people-empowered network with more than 370,000 people in 149 countries. Across audit and assurance, tax and legal, deals and consulting we help clients build, accelerate and sustain momentum. Find out more at www.pwc.com.