

EU-MINI BENCHMARK: Strategy and KPI's

The benchmark - Introduction

The new standards (GIAS) and Vision 2035 place significant emphasis on the added value of the IAF, its performance, and effectiveness. Two key elements are the IAF's strategy (standard 9.2) and performance management, based on specific, targeted KPIs (standard 12.2).

EU IAFs are well advanced: 74% have an IA strategy, and 75% have KPIs in place. However,
*** There is a wide variety of elements in the IA strategy.**
*** Not all outcome areas have been covered yet.**
The survey provides many suggestions for strengthening the strategy (analysis) and relevant KPIs.

In February 2026, a short European poll was conducted among members of various European IIA institutes to gain insight into the current state of strategy development and KPI usage, also with the aim to provide some guidance for further improvement.

This paper describes the results of the survey, based on 304 responses of CAEs from different EU-countries (of which 74 from the Netherlands), distributed over:

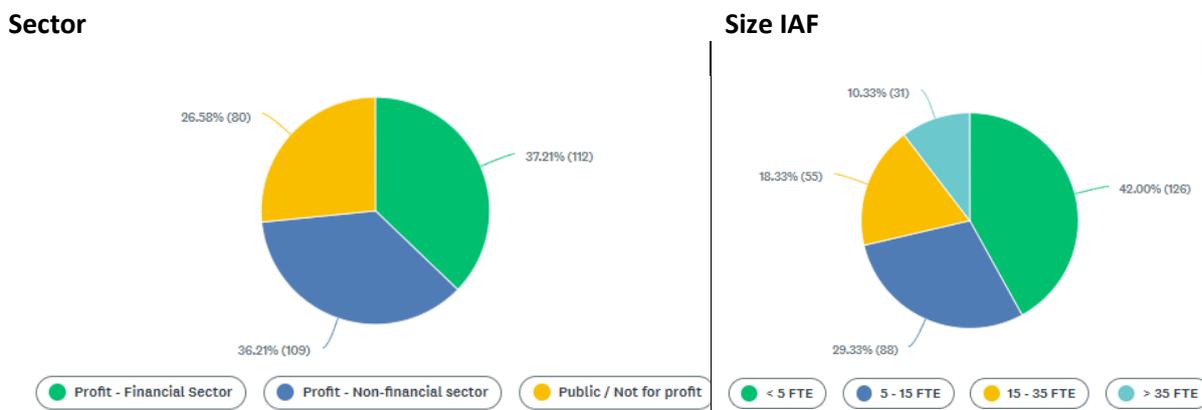


Figure 1. Demographics

The response is well balanced between the financial (37%) and non-financial (36%) profit sectors. Public and not-for-profit organizations represent approximately 27% of respondents. A clear majority of respondents (71%) work in relatively small IAFs (<15 FTE). Only 10% operate in very large audit functions (>35 FTE).

This report describes the results, focusing on:

1. Presence of an IAF strategy
2. Elements included in the strategy
3. Presence of KPIs
4. Coverage of KPIs across five outcome areas

Where relevant, observations are made regarding the Dutch responses relative to the total sample.



1. Presence of an IAF strategy

Approximately 74% of IAFs report having a strategy in place (either pre-existing or recently developed). Around 20% are still in development. 5% indicate they will not have a strategy, and thus will not meet the GIA requirements on this point.

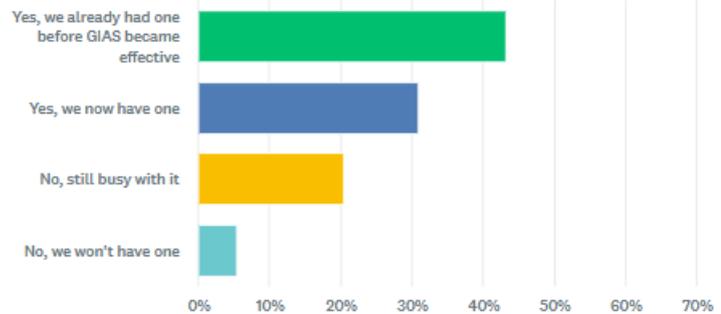


Figure 2. Presence of an IA Strategy (275 respondents)

2. Elements included in the strategy

Standard 9.2 Internal Audit Strategy requires three elements in the strategy: a vision, strategic objectives, and supporting initiatives for the internal audit function.

Various other aspects can be added, both as an analysis on which the strategic choices are based and as a further elaboration of these basic strategic principles. The survey shows the extent to which the various elements have been incorporated.

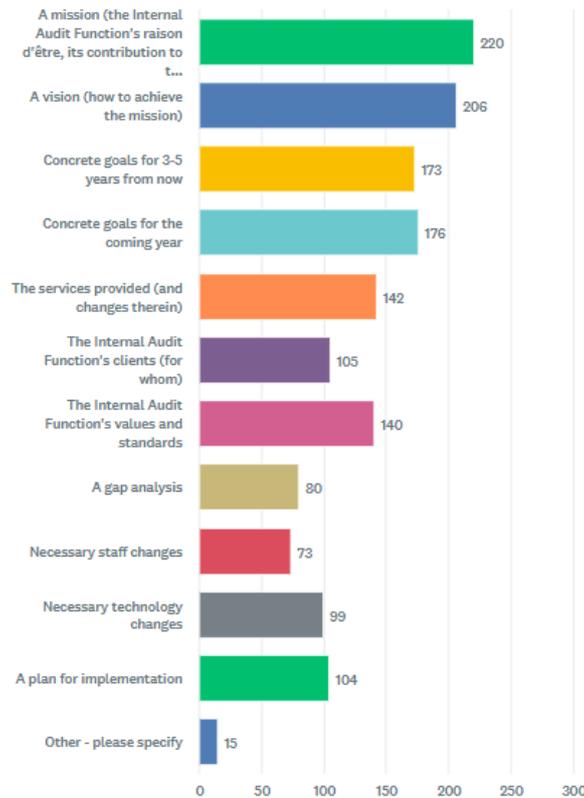


Figure 3. Elements of the IA Strategy (257 respondents)



Under the option 'Other' some usable suggestions to include in the IA Strategic Plan were given like:

- SWOT-analysis
- Succession planning
- Stakeholder management
- Collaboration efforts.

For more information and guidance on developing the strategy, please also refer to the [IIA Practice Guide 'Developing an Internal Audit Strategy'](#).

3. Presence of KPIs

Standard 9.2 gives CAEs the consideration besides setting a timeline for implementation of the internal audit strategy also to define related performance measures. Standard 12.2 Performance Measurement elaborates on this.

The survey shows (already) more than three-quarters of respondents report having KPIs in place. This aligns with the strategy adoption rate.

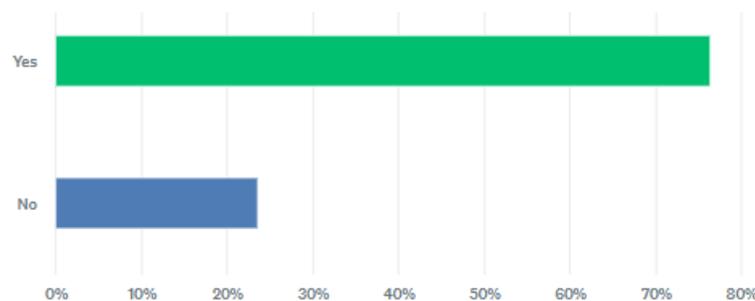


Figure 4. Presence of KPIs (263 respondents)

4. Coverage of KPIs across five outcome areas

The IIA has published a [Performance Measurement Tool](#). It provides explanations and examples to assist CAEs with establishing performance measures for the IAF. It promotes a balance of KPIs across five different outcome areas. The survey shows the extent IAFs already have concrete measures in those five areas.



Figure 5. Coverage of KPIs (260 respondents)

Several patterns emerge:

- Learning & Development is strongest. 50% indicate full implementation of measures in this area — the highest of all five outcome domains.
- Human Resource Needs lags behind. It has the highest “Not” percentage (25.6%), suggesting that workforce planning and HR-related KPIs may be less developed.
- Most areas show maturity but room for improvement
In most domains, around 35–40% report having concrete measures, and another 23–28% indicate measures exist but require improvement.

Dutch IAFs show a somewhat higher maturity in especially Stakeholder expectations, Financial & operational efficiency and Human resource needs (all around 50% ‘we have’).

In the survey ‘KPIs worth sharing’ were asked. The answers show five dominant KPI clusters:

<p>1. Plan Completion & Timeliness</p> <ul style="list-style-type: none"> • % audit plan completed • Timely report delivery • Draft report within X days • Overdue actions <p>2. Stakeholder Satisfaction</p> <ul style="list-style-type: none"> • Auditee satisfaction • Audit committee satisfaction • Perceived added value (scale 1–5) <p>3. Data Analytics & AI Usage</p> <ul style="list-style-type: none"> • % audits using data analytics • AI usage • Automated audit procedures 	<p>4. Efficiency Metrics</p> <ul style="list-style-type: none"> • Plan vs actual days • External hours • Budget control • Productivity ratios <p>5. Talent & Development</p> <ul style="list-style-type: none"> • Training hours per auditor • Certifications • Digital skill development • CPE tracking
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Afterword

The European IIA institutes intend to conduct such a short poll periodically. The final question in the survey, which focused on suitable topics, will be used for this purpose. 80% have provided one or more suggestions. More to follow!