



ALFREDO DAUTZENBERG

(Former Vice President and Internal Audit Director at Citibank/Citicorp)

Alfredo Dautzenberg is an established external quality assessment expert for the Institute of Internal Auditors (IIA). He has been approved and endorsed as an external quality assessment leader and conducts reviews and training courses on behalf of the IIA. He is a current member of The IIA in good standing and has met all the educational and continuing professional development requirements of the IIA.

In the last seven years, he has led numerous IIA quality assessments (QA's), independent validations and gap analysis, and offered courses and seminars on quality assessment, internal audit, risk assessment and controls in 28 countries throughout America, Europe, Africa and the Middle East (see list attached). He also provides consultancy services on audit initiatives and was a lecturer on Best Practices and Quality Assessments at various IIA annual conferences (i.e. Spain, Colombia, Ecuador, Philippines and at FLAI - the Federación Latinoamericana de Auditores Internos).

Mr. Dautzenberg was the Vice President of the Single Europe Program for Citibank until his early retirement in May 2002, after 35 years. In his last post, he was the on-site audit liaison for Citigroup subsidiaries in Luxembourg, and Project Manager for the Spanish chapter of the Single Europe and Corporate Governance Program. His prior assignments at Citibank include:

- **Regional Audit Director (London, England) 1994 – 1998.** He was responsible for the internal audit coverage of all Corporate and Consumer businesses in Central and Eastern Europe, Middle East, India and Africa. He was in charge of six audit teams (60 professionals) resident in the United Kingdom, Belgium, Germany, Spain, India and Saudi Arabia, with an aggregate operating budget of US\$ 8 million. Audit coverage included all products and their operating, technology, internal control, accounting, MIS, legal, regulatory, risk management and compliance processes.

During his tenure, he successfully increased audit productivity in the Region as a result of implementing a risk based audit approach, improving the audit universe, reallocating resources and increasing the efficiency and effectiveness of the teams.

He promoted improved audit report quality, clarity and conciseness to communicate more effectively with the internal and external clients. The new reports focused on risks, exposures, causes and recommendations. His organization developed a bank internal control and audit seminar under the auspices of the U.S.A. Financial Services Volunteer Corps (FSVC). Alfredo offered the seminar to chief auditors and chief accountants of 40 commercial banks in the Ukraine (Kiev and L'viv, in 1998). He was also involved in conducting a number of quality assurance (peer) reviews in other regions.

- **Audit Program Director (Brussels, Belgium) 1988 – 1993.** In this capacity, he directed five audit teams (45 members) resident in Spain, Belgium, Germany, Italy and Greece, responsible for the internal audit coverage of all Citibank businesses in Continental Europe.

- **Audit Management positions (South America and the Caribbean) 1975 – 1987.** He was assigned to various internal audit management roles based in Argentina, Puerto Rico and Brazil successively, progressing from resident auditor to inspection officer, senior inspection officer, assistant comptroller and

vice-president responsible for the development and execution of audit programs in South and Central America.

Alfredo attended the Universidad de Buenos Aires, Argentina completing his degree in Accounting and Business Administration. Over the years, he participated in a Citibank's rigorous development program, and further completed an International Management Program at Columbia University, New York.

Languages

- Spanish (mother tongue)
- English (totally fluent)
- Portuguese (intermediate)
- German (basic)

COURSES OFFERED / QA'S LED (2004-2010)

Argentina

- QA course, Buenos Aires (2005)
- QA course, Buenos Aires (2008)
- QA course, Buenos Aires (2009)

Austria

- Independent Validation UNIDO, Vienna (2008)

Brazil

- QA Telefónica no Brasil, Sao Paulo (2005)

Chile

- QA Telefónica Chile (2005)

Colombia

- QA course, Bancolombia Medellín (2007)
- QA Bancolombia, Medellín (2007)
- QA course, Bogotá (2008)
- QA course, Medellín (2008)
- QA course, Bogotá (2009)
- QA course, UNE Medellín (2009)
- QA Seguros Bolívar S.A, Bogotá (2009)
- Independent Validation Caja de Compensación Familiar de Antioquia, Medellín (2009)
- Gap Analysis UNE, Medellín (2010)
- Audit Universe course, Medellín (2010)
- Audit Universe course, Bogotá (2010)
- QA course, Bogotá (2010)
- QA EPM Telecomunicaciones, Medellín (2010)
- QA CAFAM, Bogotá (2011)

Costa Rica

- QA course, San José (2006)
- QA course, San José (2006)
- Audit Universe course, San José (2006)
- QA course, San José (2007)
- QA course, San José (2008)
- COSO I & COSO II course, San José (2008)
- QA course, San José (2008)

Costa Rica (cont'd)

- QA Contraloría de la República, San José (2008)
- QA course, San José (2009)
- IA Standards, Methodology & Audit Practices, San José (2009)
- QA course, San José (2010)
- Independent Validation Instituto Nacional de Seguros, San José (2010)
- QA course, San José (2010)

Czech Republic

- QA course, Prague (2005)
- QA Telefónica O2, Prague (2007)

Denmark

- Independent Validation Post Office Denmark, Copenhagen (2006)

Ecuador

- Audit Universe course, Quito (2010)
- Audit Quality Presentation at Internal Auditor's Day, Quito (2010)

England

- QA course, Birmingham (2006)
- QA Telefónica O2, Slough (2009)

Germany

- QA Bombardier, Berlin (2005)
- QA Telefónica O2, Munich (2009)
- QA Bombardier, Berlin (2010)

Greece

- QA International Airport, Athens (2009)

Holland

- QA course, Amsterdam (2008)
- Independent Validation ING Group (2010)

Italy

- QA United Nations World Food Program, Rome (2006)
- QA course, Milan (2006)
- QA United Nations, Food & Agriculture Organization, Rome (2007)

Jordan

- QA Housing Bank of Trade and Finance, Amman (2009)

Latvia

- QA course, Riga (2005)

Mexico

- QA course Banorte, Monterrey (2004)
- QA Banco Monte de Piedad, México (2004)
- QA course, México (2006)
- QA Telefónica México, México (2007)

Norway

- QA course, Oslo (2005)

Panama

- QA course, Panamá (2007)
- QA Panama Canal Authority, Panama (2007)
- Independent Validation COPA Airlines (2010)

Philippines

- QA Train the Trainer course, Manila (2006)

Saudi Arabia

- QA Islamic Development Bank, Jeddah (2008)

Scotland

- QA Scottish Power, Glasgow (2010)

Spain

- QA course, Madrid (2004)
- QA Telefónica de España, Madrid (2004)
- QA course, Madrid (2005)
- QA Iberdrola S.A., Madrid (2005)
- QA course, Madrid (2006)
- Independent Validation Cajamar, Almería (2006)
- QA course, Madrid (2007)
- Audit Universe course, Madrid (2007)
- COSO I & COSO II course, Junta de Andalucía, Sevilla (2007)
- QA Caja Madrid, Madrid (2007)

Spain (cont'd)

- IA process course, Agencia Seguridad Alimentaria, Barcelona (2008)
- Tutorial new CAE, Madrid (2008)
- QA course, Madrid (2008)
- Audit Plan & Fieldwork course, Agencia Seguridad Alimentaria, Barcelona

(2008)

- QA Telefónica S.A (Corporativa), Madrid (2008)
- Risk Assessment, COSO I & COSO II course, Ministerio Administraciones Públicas, Madrid (2008)
- QA course, Madrid (2009)
- Tutorial new CAE, Madrid (2010)
- QA course, Madrid (2010)
- QA Iberdrola S.A., Madrid (2010)

Sweden

- QA course, Stockholm (2006)

Switzerland

- QA UN World Meteorological Organization, Geneva (2009)

Tunisia

- QA African Development Bank, Tunisia (2010)

United States

- QA Societé Generale, Corporate Investment Bank, New York (2005)
- QA Depository Trust and Clearing Corporation, New York (2005)
- QA Federal Home Loan Bank, Seattle (2005)
- QA Mercantile Bank of Michigan, Wyoming (2006)
- QA The Options Clearing Corporation, Chicago (2006)
- QA Siemens Financial Services, New Jersey (2006)
- QA Chicago Mercantile Exchange, Chicago (2006)
- QA American Savings Bank, Honolulu (2006)
- QA Indymac, Pasadena (2007)
- QA International Monetary Fund, Washington (2008)
- Gap Analysis Finca International, Washington (2009)
- QA Federal Signal Corp., Oakwood, Illinois (2009)
- QA Inter-American Development Bank, Washington, DC (2010)

Uruguay

- QA course, Montevideo (2008)
- QA course, Montevideo (2009)