



08 October 2026

Dear Tenderer

RFB NO. 00473/2026: APPOINTMENT OF AN INTERNAL AUDIT CO-SOURCE PARTNER TO RENDER INTERNAL AUDIT SERVICES FOR THE PERIOD OF THREE (3) YEARS.

SUBJECT:

You are hereby invited to tender for the abovementioned Services in accordance with the documents of enquiry contained herein.

Elucidation of the Enquiry

Should any part or parts of the enquiry require further explanation, be ambiguous or contradictory, elucidation prior to submission of your proposal, and is to be obtained from:

All Commercial and Technical queries:

Mbali Masilela Tel: 011 703 7006 and e-mail: mbali.masilela@nbcrcfi.co.za

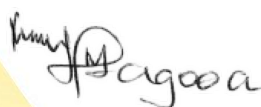
Submission of Tender

Your tender is to be submitted in the manner described in the **Instructions to Tenderers** contained in **Section A** and testimonial guide template of the enquiry document.

Tender Issue Date: 09 October 2026.

Tender Closing Date: 29 October 2026 at 11:00am.

Yours faithfully



Madikana Magooa

Procurement Manager

**NATIONAL BARGAINING COUNCIL FOR THE ROAD FREIGHT AND LOGISTICS
INDUSTRY**

RFB NO. 00473/2026

INTERNAL AUDIT CO-SOURCE PARTNER

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INTERNAL AUDIT CO-SOURCE PARTNER

INSTRUCTIONS TO TENDERER

**NATIONAL BARGAINING COUNCIL FOR THE ROAD FREIGHT AND LOGISTICS
INDUSTRY**

RFB NO. 00473/2026

INTERNAL AUDIT CO-SOURCE PARTNER

INSTRUCTIONS TO TENDERERS

NB: TENDERS MUST NOT BE ADDRESSED OR DELIVERED TO INDIVIDUALS.

1. CLARIFICATION OF ENQUIRY DOCUMENTS

Should there be doubt as to the meaning of the enquiry document; the Tenderer shall seek clarification before submitting a tender. All additional information supplied shall be made available to all other Tenderers. All queries shall be submitted by not later than **15 October 2026 at 11:00pm.**

2. AGREEMENT CONDITIONS

The Conditions of Contract shall be the Conditions of Contract contained in the enquiry document. The Tenderer may submit a tender containing proposed variations or qualifications to the Contract Conditions.

3. MAIN OFFER AND ALTERNATIVE PROPOSALS

Tenderers shall submit a main offer on the forms provided in accordance with the requirements set out in the enquiry. Tenderers may in addition submit alternative offers, which shall clearly indicate either technical and/or financial advantages to the NBCRFLI.

4. SUFFICIENCY OF TENDER

No alterations will be allowed once a tender has been submitted. In the event of any discrepancies occurring between the prices and particulars detailed by the Tenderer in the forms provided with the enquiry and those contained in any additional letter or document by the Tenderer, the former shall prevail.

5. TENDERER TO INFORM THEMSELVES FULLY

The Tenderer is to examine the scope of services provided. Should there be any doubt as to the meaning of the scope of services, or ambiguity as to the scope of the enquiry, the Tenderer is to immediately notify the NBCRFLI and have the matter rectified, otherwise it will be taken that the enquiry is fully understood, and no liability for errors will be admitted due to the foregoing.

6. EXTENSIONS TO TENDER CLOSING DATE

Under no circumstances will requests for extensions to the tender closing date be considered unless there are delays in providing additional information that is due from NBCRFLI.

7. REJECTION OF TENDERS

A tender may be rejected if: -

- 7.1 It is received after the time and closing date stipulated in the enquiry or a subsequent official amendment thereto.
- 7.2 It contains any omission, erasure, alteration, text addition or irregularity.
- 7.3 It does not include the required information necessary for proper comparison and evaluation.
- 7.4 It is not in accordance with the commercial and technical requirements of the evaluation.

8. CONFIDENTIALITY OF ENQUIRY DOCUMENTS

The enquiry document shall be treated as strictly confidential by the Tenderer. Tenders received will be treated as confidential and no aspect of any tender will be disclosed to third parties by NBCRFLI.

9. ACCEPTANCE OF TENDERS

The NBCRFLI reserves the right to reject any tender, or accept portions of tenders received, without being obliged to give reasons.

10. VALIDITY

Tenders shall remain open for acceptance for 120 (hundred and twenty) days from the closing date.

11. EXPENSE IN PREPARATION OF TENDERS

The NBCRFLI will not be responsible for any expenses or losses, which the Tenderer may incur in the preparation of the tender.

12. CONDITIONS UNDER WHICH TENDERS WILL BE CONSIDERED

No tender will receive consideration unless it is complete and in accordance with the requirements of this enquiry specification. Should the Tenderer wish to offer services which in his opinion is considered an improvement arrangement or selection the Tenderer may submit such an offer as an alternative to the main offer.

13. SUBMISSION OF TENDERS

13.1 Tender - Hard Copy

The Tender Documents must be deposited in the NBCRFLI Tender box, Ground Floor of the Road Freight House at 31 de Korte street, Braamfontein, 2017

RFB NO. : 00473/2026
DESCRIPTION : INTERNAL AUDIT CO-SOURCE PARTNER
CLOSING DATE : 29 OCTOBER 2026 @ 11:00am

The Tenderer shall prepare and submit three (3) complete sets of the Bid Proposal, comprising one (1) original set and two (2) copies, including all supporting and supplementary information.

14. EVALUATION

14.1 All tenders will be evaluated by a bid evaluation committee.

14.2 The evaluation of the bids will be done in a two-stage process:

14.2.1 The **first stage** will be the evaluation of bids on functionally.

14.2.2 The **second stage** of evaluation will be on the 80/20 principle, where 20 points are allocated for preference and 80 points for price only.

STAGE 1: FUNCTIONALITY – 100 Points

- A total point of **100** is allocated for Functionality
- **Tenders shall score a minimum of 70 points on functionality from the submitted document and in conjunction with presentation move on to the next stage where they will be evaluated on Price and Preference Points.**

15. EVALUATION CRITERIA**15.1 Functionality**

CRITERIA	Rating					Weight	Total
	1	2	3	4	5		
The functionality proposal will be evaluated on a scale of 1-5 in accordance with the criteria below.							
<u>1.Company Experience</u>						30	
<u>1.1 Capacity and Experience (10 points)</u> Company profile including demonstrated experience in providing internal audit services for 10 years and above. Substantiate: Company profile including demonstrated experience in providing internal audit services in the following areas: • Risk based internal auditing • Performance audit • Risk management and/or governance and Ethics; and Business Continuity Management Reviews • IT audits including IT general controls, Application controls, Data Analytics and Cyber Security Reviews • Continuous Auditing Implementation • Combined assurance							
<u>1.2 Staff Retention Strategy (10 points)</u> Bidders must submit a comprehensive Staff Retention Strategy outlining the measures and initiatives in place to attract, develop, engage, and retain suitably qualified personnel.							

CRITERIA	Rating					Weight	Total
	1	2	3	4	5		
The functionality proposal will be evaluated on a scale of 1-5 in accordance with the criteria below.							
Substantiate: The strategy should demonstrate how the bidder will ensure continuity of service, minimise staff turnover, and maintain the required skills and capacity throughout the duration of the contract.							
<u>1.3 Written reference letters (10 points)</u> Bidders must demonstrate their relevant experience in conducting similar internal audit services for each of the focused areas stated above. Substantiate: Attach a minimum of five (5) reference letters. Reference letters must be aligned to the client portfolio, and must indicate the following: i. Client's company letterhead; ii. Client's contact details; iii. Description and timing/duration of work performed; iv. Contract Value; and v. Client signature.							
<u>2. Experienced and Qualified Personnel</u> Bidders must submit academic qualification and proof of registration where professional bodies are required. Substantiate: The bidding organization must provide proof of membership with relevant professional bodies, where applicable, and submit the CVs of its Director/Partner, Managers, Auditors, Data Analytic and Specialist with relevant experience relevant experience.						40	
<u>2.1 Director/Partner – Internal/IT (10 points):</u> All minimum requirements below must be met: i. Degree or postgraduate qualification at NQF Level 8 in Information Technology, Internal							

CRITERIA	Rating					Weight	Total
	1	2	3	4	5		
The functionality proposal will be evaluated on a scale of 1-5 in accordance with the criteria below.							
Auditing, Accounting, Risk Management, or Business Management. ii. Certified Internal Auditor (CIA) or Chartered Accountant (CA) certification. iii. Certified Information Systems Auditor. iv. More than 10 years' internal audit experience. v. Professional membership with IIA (SA)/ SAICA and ISACA							
Internal Audit Team							
2.2. Internal Audit Manager (5 points): All minimum requirements below must be met: i. Bachelor's Degree or equivalent qualification in Information Technology, Information Systems, Computer Science, Internal Auditing, Accounting, or a related field at NQF Level 7. ii. Certified Internal Auditor (CIA) or Chartered Accountant (CA) certification. iii. More than 5 years' internal audit experience. iv. Professional membership in IIA (SA) or SAICA.							
2.3. Internal auditor x 3 (5 points): All minimum requirements below must be met: i. Provide three (3) auditors to be utilised for engagements ii. Bachelor's Degree or equivalent qualification in Information Technology, Information Systems, Computer Science, Internal Auditing, Accounting, or a related field at NQF Level 7. iii. Professional membership with IIA (SA) iv. More than 3 years' experience							
IT AUDIT TEAM							
2.4. IT Audit Manager (5 points):							

CRITERIA	Rating					Weight	Total
	1	2	3	4	5		
The functionality proposal will be evaluated on a scale of 1-5 in accordance with the criteria below.							
All minimum requirements below must be met: i. Bachelor's Degree or equivalent qualification in Information Technology/Systems Management, Computer Science, Internal Auditing, Accounting, or a related field at NQF Level 7. ii. Must hold any of the below professional certification(s): • Certified Information Systems Auditor (CISA); • Certified Information Security Manager (CISM); • Certified Information Systems Security Professional (CISSP); or • Other relevant IT audit and governance certifications. iii. Professional membership with ISACA iv. More than 5 years' experience							
2.5. IT Auditor x 2 (5 points): All minimum requirements below must be met: i. Provide two (2) IT auditors to be utilised for engagements ii. Bachelor's Degree or equivalent qualification in Information Technology/Systems Management, Computer Science, Internal Auditing, Accounting, or a related field at NQF Level 7. iii. Professional membership with ISACA iv. More than 3 years' experience							
2.6. Audit Specialist (5 points): All minimum requirements below must be met i. Bachelor's Degree or equivalent qualification in Information Technology, Computer Science, Information Security, Cybersecurity, Information Systems Audit, or a related field at NQF Level 8.							

CRITERIA	Rating					Weight	Total
	1	2	3	4	5		
The functionality proposal will be evaluated on a scale of 1-5 in accordance with the criteria below.							
ii. Must hold any of the below professional certification(s): - Certified Ethical Hacker (CEH); Offensive Security Certified Professional (OSCP); - Certified Information Systems or Security Professional (CISSP) iii. More than 5 years' experience							
2.7. Data Analytics (5 points): All minimum requirements below must be met i. Bachelor's Degree or equivalent qualification in Data Analytics, Information Systems, Computer Science, Statistics, Accounting, Internal Auditing, Mathematics, or a related field at NQF Level 8. ii. Must hold any of the below professional certification(s): - Certified Data Analyst (CDA); - Certified Analytics Professional (CAP); - Microsoft Power BI Data Analyst Associate; or other recognised data analytics related certifications. iii. More than 5 years' experience							
3. <u>Methodology and Approach (30 points)</u> Bidder(s) are required to demonstrate a comprehensive, thorough, and insightful methodology and approach for all deliverables: i. Internal audit ii. Performance Audit iii. Risk Management and/or governance and Ethics; and Business Continuity Management Reviews iv. IT Audit v. Continuous Auditing Implementation vi. Combined assurance vii. Transfer of skills						30	

CRITERIA	Rating					Weight	Total
	1	2	3	4	5		
The functionality proposal will be evaluated on a scale of 1-5 in accordance with the criteria below.							
Substantiate: The proposal should include comprehensive methodology for each area that is based on relevant framework (s) and provide audit approach.							
3.1. Scope (15 points) Bidders shall indicate technical mechanism tool/ methodology referring to the scope of work and a detailed consideration as to how this scope will be achieved. i. Internal audit ii. Performance audit iii. Risk Management iv. IT audit v. Combined assurance							
3.2. Continuous auditing Plan (10 points) Demonstrate how continuous auditing findings will be used to dynamically inform (re-prioritise) the risk-based internal audit plan during the year, rather than only at the next annual planning cycle.							
3.3. Transfer of skills (5 points) Submit a Skills Transfer Plan detailing the approach, methodology, and activities that will be implemented to transfer knowledge and skills to NBCFLI employees throughout the duration of the engagement. The plan should demonstrate how sustainable knowledge retention and capability development will be achieved.							
TOTAL						100	
A minimum threshold of 70% is applicable							

PREFERENCE POINTS

The evaluation will be on the 80/20 principle, where 20 is allocated for preference points as per specific goals and 80 points for price.

The percentage for functionality will be calculated as follows.

$$Ps = \frac{So}{Ms} \times AP$$

Where:

Ps = percentage scored for functionality by bid under consideration

So = total score of bids under consideration

Ms= maximum possible score, i.e. 5x (a) 100=

Ap = percentage allocated for functionality (in this bid = 100) The value scored for each criterion will be multiplied by the specified weight for the relevant criterion to obtain the marks scored for each criterion.

- ii. The scores for each criterion will be added to obtain the total score.
- iii. This score will be converted to a percentage and only bidders that have met or exceeded the minimum qualifying score of 70 percent of 100 percent on functionality will be evaluated further.
- iv. Bidders not meeting a minimum qualifying score of 70 percent on functionality will be disqualified.

Sub-Contracting

A tenderer will not be awarded points for BBBEE status level if it indicated in their proposal/tender document submitted that such a tenderer intends sub-contracting more than 25% of the value of the contract to any other enterprise that does not qualify for at least the points that such a tenderer qualifies for, unless the intended sub-contractor is an Exempted Micro Enterprise (EME) that has the capability and ability to execute the sub-contract.

A tenderer awarded a contract may not sub-contract more than 25% of the value of the contract to any other enterprise that does not have an equal or higher BBBEE status level than the successful tenderer concerned, unless the contract is sub-contracted to an EME that has the capability and ability to execute the sub-contract.

The tenderer is required to provide information regarding sub-contracting on the schedule of proposed sub-contractors form as well as the schedule for transformation requirements in Section B of this enquiry.

General

During the evaluation process NBCRFLI may engage with one or more tenderers for clarification of their tender. Tenderers must also note that presentations may be required and as a result they must be always prepared when submitting their tender documents. Based on the results of the evaluation process, NBCRFLI will approve the awarding of the contract to the successful tenderer subject to a due diligence being conducted.

SECTION B

**NATIONAL BARGAINING COUNCIL FOR THE ROAD FREIGHT AND LOGISTICS
INDUSTRY**

RFB NO. 00473/2026

FORM OF TENDER

INDEX

A. Proposed Solution and Standard Forms

Item Title

1. Company's Profile and Proposed Solution
2. Tenderer's references
3. Schedule of Proposed Sub-Contractors
4. Alterations by Tenderer
5. BEE and Tax Clearance Certificate
6. Supplier Registration Form
7. Declaration of Interest

B. Financial Proposal: Item Title

1. Offer
2. Summary of Costs

A. PROPOSED SOLUTION and STANDARDS FORMS

A 1. COMPANY PROFILE AND PROPOSED SOLUTION

Tenderers to provide the company profile and the Solution.

A.2 TENDERER'S REFERENCES

Tenderers to provide three (3) contactable references of relevant services carried out in the last five years that the best illustrate the experience of the tenderer.

Tenderers are requested to provide three (3) references of relevant services carried out in the last five years that best illustrate the experience of the tenderer		
Using the format below, provide information on each assignment for which your firm/entity, either individually as a corporate entity or as one of the major companies within an association, was legally contracted.		
Assignment Name:		Country:
Location within Province:		Professional Staff Team Provided by Your Company /Entity (Profiles):
Name of Entity/Client:		Types of Funds Managed:
Address:		Duration of Assignment:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of Fund:
Name of Associated Companies, If any:		No. of months of Professional Staff Provided by Associated Companies:
Comment:		

A.3 SCHEDULE OF PROPOSED SUB-CONTRACTORS

The Tenderer shall detail below all Sub-contractors that he proposes to employ to render of any part of the Services, together with a description of the service he proposes to sub-contract. Notwithstanding the inclusion of any Sub-contractor herein, this shall be read in conjunction to clause 14 [Evaluation] above in Section A of this enquiry as well as the schedule for transformation requirements.

NAME	WORK TO BE SUB- CONTRACTED	APPROXIMATE VALUE

A.4 ALTERATIONS BY TENDERER

Should the Tenderer desire to make any departures from or modifications to the Conditions of Contract, Schedule of Prices, or to qualify his tender in any way, he shall set out his proposals clearly hereunder or alternatively state them in a covering letter attached to his tender and referred to hereunder, failing which the tender will be deemed to be unqualified.

PAGE	CLAUSE OR ITEM	PROPOSED ALTERATIONS

A.5 BEE AND TAX CLEARANCE CERTIFICATE

Tenderers are required to provide a valid BEE and Tax Clearance Certificate.

A.6 SUPPLIER REGISTRATION FORM

It is expected of tenderers who are not registered on the NBCRFLI's accredited Supplier Database to register using the prescribed form. Once the form is completed it may be submitted together with the tender. The NBCRFLI reserves the right not to award tenders to tenderers who are not registered on the Database.

**SUPPLIER REGISTRATION FORM**

All sections marked with an apteryx "✧" are compulsory to complete

Please Note

- ✧ This form must be completed by all applicants wishing to register as suppliers on the NBCRFLI supplier database. Please reflect all the resources the firm has such as: Years of Experience, No of employees etc. Also reflect the expertise and experience that the company has. Other relevant additional documentation may also be attached. The NBCRFLI will determine the suitability of firms for entry into its database, based on the information provided.
- ✧ All sections of the application form must be completed in full.
- ✧ The application form is to be completed by the duly authorised official of the contracting firm.

Registration pre-requisites

- ✧ Proof of company registration and/or any other form of legal standing must be submitted.
- ✧ A *current and original* Tax Clearance Certificate from South African Receiver of Revenue Service [SARS] certifying that the taxes of the applicant are in order or that suitable arrangements have been made with SARS to bring them in order. The Tax Certificate will be reworded at the allocated space for the VAT number with the words "compulsory if turnover is more than R1, 000 000". Where the person is not required to be registered for VAT, the Receiver of Revenue will write issue the certificate with blank VAT reference number.
- ✧ Submit proof of Professional Registration with the relevant Professional Body.
- ✧ Submit Company composition on the form attached as Section "C" also referred to as CK1
- ✧ Attach Black Economic Empowerment (BEE) Strategy/Transformation Strategies/strategies to empower the Disabled/physically challenged.
- ✧ Company Profile
- ✧ Proof of banking details

A.7 DECLARATION OF INTEREST

DECLARATION OF INTERESTS (KINSHIP, RELATIONSHIP WITH PERSONS EMPLOYED BY NBCRFLI)

In terms of the Procurement Policy, no person or persons employed by the NBCRFLI may be awarded a bid by the Council.

Any legal person, or persons having a kinship with persons employed by the NBCRFLI including a blood relationship, may make an offer in terms of any bid invitation. In view of possible allegations of favouritism, should a resulting bid or part thereof be awarded to persons connected with or related to an employee of the NBCRFLI, it is required that the bidder or his/her authorized representative declare his position vis-à-vis the evaluating authority and/or take an oath declaring his/her interest, where— the legal person on whose behalf this application signed, has a relationship with persons/a person who are/is involved with the evaluation of the bid(s), or where it is known that such a relationship exists between the person or persons for or on whose behalf the declarer acts and persons who are involved with the evaluation of the bid.

To give effect to the above, the following questionnaire shall be completed and submitted with the bid.

Do you, or any person have any relationship (family, friend, other) with a person employed with the NBCRFLI or its Administration and who may be involved with the evaluation, preparation and/or adjudication of bids?

Yes/No

If so, state particulars

Are you or any other person connected with this application, employed the NBCRFLI?

Yes/No

If so, state particulars

SIGNATURE OF DECLARER

DATE

POSITION OF DECLARER
COMPANY OR APPLICANT

NAME OF

I/we, the undersigned (Print name/s)

Certify that the information as finished in this document is correct.

Signature/s

Date

Designation

(Please initial all other pages of this document)

B. FINANCIAL PROPOSAL

B.1 BID PRICE / OFFER

Having examined the Specifications and all other documentation contained in the Enquiry document for the above-named Services, we the undersigned, offer to carry out the whole of the said Services in conformity with the said Enquiry document, which includes all these documents for the sum of:

NOTE: REFER TO PRICING SHEET ATTACHED HERETO.

R..... (In words)

.....

.....
(INCLUDING 15% VAT)

We undertake to commence the Services on receipt of the NBCRFLI's representative's instruction to commence.

We agree to abide by the terms and conditions of this Tender for a period of 90 days from the closing date and undertake that it will not be withdrawn and shall remain open for acceptance by you up to the expiration of the said 90 days.

Unless and until a formal Agreement is prepared and executed, this Tender, together with your written acceptance thereof, shall constitute a binding Agreement between us.

Dated this..... day ofyear Signature..... in

the capacity ofDuly authorised to sign tenders for
and on behalf of: Bidder Name

B.2 SUMMARY OF FEES

Summary of proposed fees.	
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SECTION C

RFB NO. 00473/2026

INTERNAL AUDIT CO-SOURCE PARTNER

CONDITIONS OF AGREEMENT

(Any resultant Service Level Agreement will be subject to NBCRFLI's generic terms and Conditions of Agreement)

The blank SLA must be downloaded from the NBCRFLI to familiarised with the terms and conditions.

SECTION D
SCOPE OF SERVICES

FOR

RFB NO.00473/2026

INTERNAL AUDIT CO-SOURCE PARTNER

SPECIFICATIONS

1. BACKGROUND

The National Bargaining Council for the Road Freight and Logistics Industry (NBCRFLI), established in 1946, plays a key role in ensuring labour peace as well as providing an effective service to road freight and logistics industry stakeholders. It achieves this through:

- Facilitation and mediation of Industry Collective Agreements;
- Setting minimum standards and conditions of employment between employers and employees within the road freight and logistics industry;
- Managing the industry's annual sick leave and holiday bonus funds;
- Provision of Wellness services, including Trucking Wellness and the Health Plan; and
- Provision of Disputes Resolution for the Industry.

All these services are provided under the auspices of the following collective agreements:

- **Main Collective Agreement (MCA);**
- **Exemptions and Disputes Collective Agreement.**

The Main Collective Agreement is binding for employers and employees in the industry, and it is concluded every two (2) years. The current validity period of the main collective agreement is from 1 March 2025 until 28 February 2027.

Our focus is to improve the quality of service delivered to our stakeholders, namely industry employers and employees. We achieve this through our various service offerings which are accessible via our 18 offices countrywide.

The Council is ultimately responsible for overseeing the establishment of effective systems of internal control in order to provide reasonable assurance that the organization's financial and non-financial objectives are achieved. Executing this responsibility includes the establishment of an internal audit function which appoints in-house staff members and co-source partners/service providers to assist in discharging this mandate.

The purpose of this RFP is to appoint a reputable, well-established internal audit firm to augment the capacity of the NBCRFLI Internal Audit function on a co-sourced basis for a period of three (3) years.

2. OVERVIEW OF COUNCIL BUSINESS PROCESSES

2.1. OPERATIONS DEPARTMENT

2.1.1. Disputes Resolution Section

One of the core functions of the NBCRFLI, in terms of the Labour Relations Act, is to manage the dispute resolution process within the Road Freight and Logistics Industry, as per its mandate to manage and enforce the conditions of employment between industry employers and employees. In order to resolve unfair dismissal and disputes of a similar nature, the NBCRFLI is accredited by the CCMA to perform dispute resolution by using CCMA accredited commissioners. These commissioners are also used to arbitrate enforcement disputes. The Disputes Resolution section ensures that Disputes Resolutions are resolved timeously in order to maintain industrial peace within the industry. The disputes typically involve unfair dismissal and unfair labour practices.

2.1.2. Enforcement Section

The Council aims to ensure that the provisions of the Council's Agreements are complied with by all stakeholders in the road freight and logistics industry. A key role played by Council includes ensuring compliance and enforcement of the Main Collective Agreements within the road freight and logistics industry. To this end, the Council makes great efforts to ensure that all who fall under its jurisdiction are registered and therefore conducts pro-active educational inspections on an ongoing basis. The designated agents play a vital role in the achievement of this goal. Designated agents are appointed by the Minister of Labour at the request of a bargaining council to promote, monitor and enforce compliance with any Collective Agreement concluded in that bargaining council. On a more detailed level, the role of the agent includes:

- Promoting, monitoring and enforcing compliance with Collective Agreements.
- Educational inspections of employers in the industry with the objective of assisting stakeholders to move towards voluntary compliance.

- Interpretation and explanation of the provisions of Collective Agreements.
- Registration of unregistered employers.
- Investigation of complaints and enquiries.
- Effectively and successfully conclude enforcement, conciliation and arbitration matters.
- General administration of Council matters.

The following areas form part of enforcement:

- 2.1.2.1. Returns Control: The Returns Control section maintains strict control over non-compliance of monthly levy contributions. This involves the identification of non-compliant companies as well as the conciliation of agreement contraventions.
- 2.1.2.2. Arbitration: This section deals with the arbitrations of agreement contraventions, such as the enforcement of invoices and late payments per levy number.
- 2.1.2.3. Litigation: The Litigation section keeps strict control over non-compliance in general. This includes reviewing post arbitration agreement contravention cases as well as demarcation cases.
- 2.1.2.4. Exemptions: The Exemptions section deals with all applications for exemptions from the provisions of Collective Agreements. The exemption applications from both parties and non-parties to the Council are heard by the Independent Exemptions Body.

2.1.3. **Communication and Marketing**

The NBCRFLI's Communications & Marketing Section has been successful and consistent in communicating the Council's key messages to stakeholders during the year under review. Communication is key to the success of any industry as enlightened industry members are generally happy industry members. A key accomplishment during this financial year was how the Section used the Council's various communication channels for effective dialogue with stakeholders. The Section continued to make a point of heightening brand awareness through a number of different platforms, including regular adverts and advertorials in industry publications, and distributing branded

marketing material, which included a wide range of corporate gifts, as well as branded wall and tent calendars.

2.2. FUNDS AND WELLNESS ADMINISTRATION DEPARTMENT

2.2.1. Funds Administration

Through our Funds Administration department, we effectively and efficiently process all funds on behalf of NBCRFLI. This includes annual leave, sick leave, 13th cheque funds, wellness funds and levies. As stipulated in the main collective agreement, employers who are registered with council make monthly contributions, which are processed against the respective trust funds. Whenever a need arises a payout application is submitted to council and the requested funds are paid to respective employees.

Funds and wellness administration department are also responsible for Trade Union and Employers Organisation Membership, in order to ensure that employers and trade unions parties to council are sufficiently representative of the road freight and logistics as per the Labour relations Act.

2.2.2. Trucking Wellness

Trucking Wellness, an initiative of the National Bargaining Council for the Road Freight and Logistics Industry (NBCRFLI), is a primary healthcare delivery programme dedicated to the wellness of those employed in the road freight and logistics (RFL) industry. The programme is a sterling example of a successful and sustainable public-private partnership in that it is funded by the NBCRFLI together with various partners who share the Council's vision of fighting the prevalence of HIV/AIDS in the RFL industry. Through the Programme, many lives continue to be saved and improved.

2.2.3. NBCRFLI Health Plan Benefits

The Wellness Fund Health Plan protects the wellbeing of employees within the Road Freight and Logistics Industry. It is available to all active NBCRFLI members who are contributing to the Wellness Fund and meet the stipulated eligibility criteria. The Council and the service provider work hand in hand to identify members' specific needs annually. This makes the plan more focused on what our industry members' requirements are, resulting in a tailor-made solution.

2.3. **FINANCE DEPARTMENT**

2.3.1. **Finance Section**

The Finance Section is responsible for the effective management of the department's financial resources through budgeting, financial reporting, expenditure control, revenue management, cash flow monitoring, compliance with applicable regulations, asset management and financial analysis, and support for audit and risk management activities.

2.3.2. **Payroll Section**

The Payroll Section is responsible for the accurate and timely processing of employee remuneration, administration of payroll records and benefits, compliance with statutory requirements, reconciliation of payroll transactions, reporting, and the provision of payroll-related support to employees and management.

2.3.3. **Procurement**

The Procurement Section is a centralized function operating within the Finance Department. Its key objectives include supporting the operational requirements; managing the procurement process and supply base effectively and efficiently. Key Procurement Activities include:

- Stock Management.
- Supplier Database Management.
- Tender Management.
- Service Level Agreement Management.
- Insurance /Risk Covers.
- Processing orders through SAP.

2.3.4. **Administration and Facilities**

Administration and Facilities are responsible for ensuring that council employees, buildings and assets are always protected. The section is responsible for the following activities:

- Occupational Health and Safety;
- Record keeping/document management;
- Building maintenance and leasing;

- Security;
- Fleet management.

2.4. **HUMAN RESOURCES DEPARTMENT**

Council appoints over 300 employees across its offices nationally. Human resources department activities include:

- Recruitment and selection;
- Training and development;
- Performance management;
- Remuneration;
- Succession and retention;
- Employee wellness; and
- Labour relations.

2.5. **INFORMATION TECHNOLOGY DEPARTMENT**

The Council's Information Technology (IT) Department plays a crucial role in enabling the NBCRFLI to deliver an effective and efficient service to all its stakeholders. The Department does this by adopting IT governance, management control and service management frameworks based on industry's best practices, developing business systems to support and enable the Council's core business processes, and developing and maintaining IT infrastructure based on IT best practices. Most of the IT services such as IT infrastructure, IT application, disaster recovery are outsourced.

2.4.1. **Systems**

The following is the list of critical business applications:

	Application name	Supported Business Process
1.	SAP (ECC) Functional and Basis: MM & FICO	Procurement and Finance
2.	Telnet/Pick and EBusiness Portal Online	Funds and Wellness Administration
3.	K2 Black Pearl (Enforcement) /SharePoint, Inspection Portal	Operations

4.	MITEL PABX & Call center	Call Centre
5.	SAGE People	Payroll and Human Resource

Several automation initiatives are currently underway in support of Council Strategic Objective 4: Leverage Emerging Technology. This objective is focused on automating manual administrative processes, enhancing the functionality of existing technology platforms, and adopting innovative digital solutions.

2.6. **SECRETARIATE DEPARTMENT**

The Secretariate department provides administrative support and guidance how the organisation should be directed, managed, or controlled. The Council is the highest decision-making body and is made up of 24 Councilors appointed proportionally from all Parties to Council. It meets three times a year, in terms of the Constitution. The Chairperson and Deputy Chairperson are appointed at the AGM each year.

The functions of the department include:

- Ensuring that minutes of all meetings of the organisation are properly recorded in accordance with this Act.
- Help put operational decisions/resolutions in place.
- Communicate regularly with all NBCRFLI Stakeholders and share information about all activities as widely as possible. ‘
- Keep correct, up to date, records of the business, including minutes of meetings and make sure agendas are circulated in good time.

2.7. **RISK AND COMPLIANCE DEPARTMENT**

The Risk and Compliance Department serves as the Council's second line of defence, providing oversight and assurance over the effectiveness of risk management, internal controls, and compliance with applicable legislation, collective agreements, policies, and regulatory requirements. This function supports the Council in achieving its strategic and

operational objectives by promoting a culture of risk awareness, accountability, ethical conduct, and sound governance.

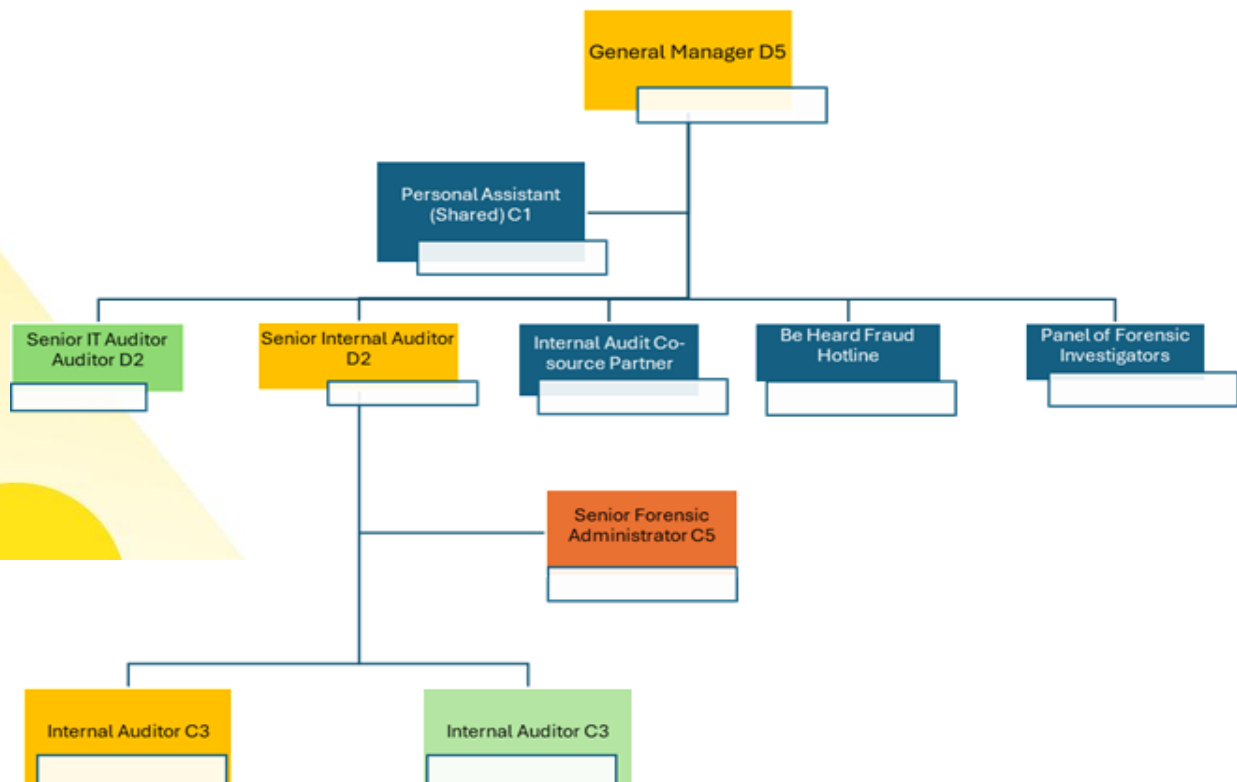
2.8. INTERNAL AUDIT

The purpose of NBCFRLI's Internal Audit Function ("IAF") is to provide independent, objective assurance and advisory services designed to add value and improve NBCFRLI's operations.

The internal audit function enhances NBCRFLI's:

- Successful achievement of its objectives;
- Governance, risk management, and control processes;
- Decision-making and oversight;
- Reputation and credibility with its stakeholders; and
- Ability to serve the Council interest.

Internal Auditing structure:



NB: to augment the current structure Council appoint a co-source partner for internal auditing, panel for forensic investigators for forensic investigations and a fraud hotline partner to oversee the fraud and corruption reporting.

3. THE OBJECTIVES OF THE REQUEST FOR PROPOSAL

The primary objective is to appoint an Internal Audit Co-source Partner to support the NBCRFLI Internal Audit Department in executing its internal audit coverage plan, in pursuit of the following objectives:

- To provide independent and objective assurance and advisory services to management and Council regarding the adequacy, efficiency and effectiveness of internal controls.
- To ensure internal audit work is conducted in accordance with the IIA's 2024 Global Internal Audit Standards, and the Information Technology Assurance Framework (ITAF) issued by ISACA for information systems audit and assurance work.
- To review internal controls, ethics and governance processes to ensure consistency with the Council's mandate and to enhance the image of Council.
- To assist the organization in identifying and evaluating significant exposures to risk and to contribute to the improvement of risk management.
- To ensure continuity, accountability and measurable quality of service.

4. SCOPE OF SERVICES

The successful co-sourced audit firm will conduct internal audit services in line with IIA's 2024 Global Internal Audit Standards, across the following areas of the approved internal audit plan:

- 4.1. Internal audit across the Council's full business universe;
- 4.2. Performance audits;
- 4.3. Enterprise Risk Management, Governance and Ethics reviews, and Business Continuity Management;
- 4.4. Information Technology (IT) audits and/or IT consulting services, including:

- a. Adequacy and effectiveness of Information Technology General Controls (ITGC) and Application controls;
 - b. Data analytics; and
 - c. Cyber security (threat and vulnerability assessments).
- 4.5. Advisory / consulting engagements within the domains of Operational (e.g. Procurement practices, funds administration, enforcement of Collective Agreement) and IT, delivered by appropriately qualified audit specialists or expert consultant relevant to the subject matter;
- 4.6. Contribution to the combined assurance implementation project, working with risk management and external audit to minimise duplication;
- 4.7. Continuous auditing and monitoring support;
- 4.8. Transfer of skills to Council internal audit staff;
- 4.9. Conduct follow-up audits on the implementation of agreed audit action plans;
- 4.10. Assisting the Council to strengthen its internal control environment by considering fraud risk in all allocated engagements.

5. REPORTING AND DELIVERABLES OF THE PROJECT

- 5.1. All internal audit and co-source work performed for the NBCRFLI under this engagement must conform to the current Standards, structured around five domains and 15 principles:
- Domain I — Purpose of Internal Auditing;
 - Domain II — Ethics and Professionalism;
 - Domain III — Governing the Internal Audit Function;
 - Domain IV — Managing the Internal Audit Function; and
 - Domain V — Performing Internal Audit Services (engagement planning, performance and communication).

- 5.2. The successful bidder shall report directly to the General Manager: Internal Audit (CAE) and shall, in respect of each engagement:
- I. Prepare, for approval by the CAE, an engagement letter detailing the budget, timeframes and scope of the allocated internal audit, IT audit, or governance/risk review engagement;
 - II. Submit audit reports on completion of each engagement, signed by the responsible process owner (General Manager);
 - III. Submit working papers for each engagement within one week of issuing the final report;
 - IV. Submit a completed client satisfaction survey within one week of finalising each engagement;
 - V. Prepare and submit reports for Audit and Risk Committee (ARC) meetings at least 15 days before the meeting, per the Council-approved year planner;
 - VI. Prepare a weekly progress report on the status of all active audit assignments; and
 - VII. On completion of fieldwork, the firm must deliver a complete Audit File, including the final Internal Audit report setting out findings and recommendations, working papers, and planning documents. All audit files, reports and supporting documents belong to the NBCRFLI.
- 5.3. Assist with other internal audit projects where in-house capacity is insufficient;
- 5.4. Assist the internal audit function in formulating and reviewing internal audit policies, frameworks and standard operating procedures.
- 5.5. Attend all Audit and Risk Committee meetings, regardless of whether a report is scheduled for presentation, unless prior permission has been obtained from the Chief Audit Executive (CAE) and duly approved.
- 5.6. Coordinate activities with other internal and external assurance providers to minimise duplication of effort, close gaps in risk coverage, and enhance the overall value of assurance delivered to the Audit and Risk Committee (ARC) and Council.
- This section sets out specific, auditable requirements for panel firms.
- 5.7. Enhance capacity and transfer skills to NBCRFLI internal audit resources and provide documented feedback on the performance of individual in-house internal auditors allocated to co-sourced engagements.

- 5.8. Contribute to, and help maintain, a combined assurance map / joint risk registers that plots which line of assurance (first, second, third or external) covers each significant risk in the approved audit universe and identifies gaps or overlaps.
- 5.9. Contribute to Continuous auditing and monitoring in line with current IIA guidance, which distinguishes continuous auditing (performed by internal audit) from continuous monitoring (performed by management) while requiring the two to be coordinated to deliver continuous assurance.

6. MINIMUM TECHNICAL REQUIREMENTS

The co-source firm must demonstrate the following

- 6.1. Use of computer-assisted audit techniques (CAATs), scripting, or commercial continuous-audit software capable of analysing data obtained from the Council's source systems (e.g. SAP, SAGE People, Telnet/Pick) for the areas identified in the internal audit plan as suitable for continuous auditing.
- 6.2. Propose, for at least the first year of the contract, a prioritised list of audit areas suitable for continuous auditing (e.g. payroll exception testing, journal entry analysis, access and segregation-of-duties monitoring, procurement/vendor master exceptions), with the rationale for prioritisation.
- 6.3. Where the NBCRFLI already operates continuous monitoring dashboards or automated controls within management systems, the co-source firm must evaluate the design and operating effectiveness of those monitoring controls before placing any reliance on their output.

Other Requirements

- Staff must maintain objectivity by remaining independent of the activities they audit and must sign a confidentiality undertaking prior to commencement of any engagement.
- A professionally qualified supervisor must be present and actively engaged throughout the duration of every engagement.
- NBCFRFLI will not be billed for unproductive or duplicated time on any assignment, for any reason.

- Sufficient time must be spent on assignments to maintain the highest quality standard; requests for additional hours must be raised, motivated and approved before rework is required not after quality has already suffered.
- Thorough knowledge of the Labour Relations Act, the Bargaining Council Constitution, Main Collective Agreement, any other collective agreements, and associated regulation.
- Delivering ongoing assurance without disrupting critical operational areas, including under remote/hybrid working arrangements.
- Data protection: Appointed firm must comply with the Protection of Personal Information Act (POPIA) in handling any personal information encountered during audit work and must confirm their data handling and storage controls at proposal stage.
- On expiry or termination of the contract, outgoing firm must support an orderly handover, including all working papers and knowledge transfer records, within a period to be specified in the contract.

7. Minimum Competencies, Methodology and Systems

7.1. Team Composition and Resource Continuity

- 7.1.1. Bidders must propose a named team for the full contract term. The proposed team composition forms part of the binding proposal and will be attached to the resultant contract.
- 7.1.2. Substitution of any named team member is permitted only in the case of resignation, termination, or long-term incapacity not for reasons of convenience or reallocation to other clients.
- 7.1.3. Any proposed substitute must meet or exceed the minimum competency of the person replaced and must be assessed and approved by the CAE before deployment.
- 7.1.4. The removal or replacement of proposed staff due to non-performance, or where concerns regarding misconduct are raised by auditees or management, shall be permitted.

- 7.1.5. Personnel proposed for an engagement must have been employed by the bidding firm for no less than 3 (three) years at the time of proposal submission, to demonstrate staff retention and institutional knowledge.
- 7.1.6. There must be a professionally qualified, suitably experienced supervisor engaged throughout the duration of every engagement not only at planning and reporting stages.
- 7.1.7. Bidders must submit a staff retention strategy describing how they manage staff resourcing risk on Council engagements.
- 7.1.8. Advisory/consulting engagements must be staffed by personnel with demonstrable internal audit or relevant subject-matter competence; generalist outsourcing to unrelated professional service lines (e.g. an HR consultancy performing a payroll audit) is not permitted.

7.2. Supervision, Quality Assurance and Performance Management

7.2.1. Supervision Standards

- 7.2.1.1. Every engagement plan and audit programme must be reviewed and signed off by a professionally qualified supervisor before fieldwork commences.
- 7.2.1.2. The Internal Audit Department reserves the right to review co-sourced planning documents at any stage to confirm audit procedures are adequate for the risk being addressed.
- 7.2.1.3. Budget and hours must be scoped realistically at planning stage; where additional hours are genuinely required, this must be motivated and approved by the CAE before fieldwork continues, not raised retrospectively to explain quality shortfalls.

7.2.2. Assertiveness and Stakeholder Engagement

Bidders must demonstrate, through team CVs and references, that proposed engagement leads to having the authority, seniority and assertiveness to engage effectively with auditees and process owners, including escalating unresolved issues

appropriately. This will be assessed at reference-check stage and monitored through the engagement-level performance evaluation below.

- 7.2.2.1. Client Satisfaction and Engagement-Level Evaluation: The CAE (or delegate) will complete a documented performance evaluation for each engagement, covering quality of output, adherence to timelines/budget, supervision evidence, and stakeholder engagement conduct.
- 7.2.2.2. Remedial Action for Underperformance: Where an engagement evaluation or client survey indicates material quality concerns, the firm must submit a written corrective action plan within 10 working days. Persistent underperformance (two or more engagements below the acceptable threshold in a 12-month period) may require additional supervision at the firm's cost and shall constitute a breach of contract, entitling the Council to terminate the Agreement in accordance with its termination provisions and applicable law.

Refer to Annexure A: Key Performance Indicators — Internal Audit Co-Source

7.3. Small Medium Enterprise (SME) Subcontracting

- 7.3.1. Projects awarded to a successful bidder are subject to a minimum 30% subcontract of contract value to a qualifying SME, where applicable.
- 7.3.2. The bidder must clearly define the roles and responsibilities of the SME subcontractor and assign a reasonable, auditable percentage of work from the internal audit plan.
- 7.3.3. Signed SME partnership/subcontract agreements must be submitted at tender stage, specifying scope, value and the SME's relevant qualifications.
- 7.3.4. SME resources must be independently competent auditors.
- 7.3.5. SME allocation and utilisation will be verified quarterly against actual engagement records and reported to the Audit and Risk Committee.

8. DUE DILIGENCE

NBCRFLI reserves the right to conduct supplier due diligence prior to final award or at any time during the contract period, including site visits and requests for additional information.

Due diligence will include but not limited to verification of proposed team tenure, combined assurance and continuous auditing capability, SME agreements, and references relevant to the co-sourced arrangements.

9. FINANCIAL PROPOSAL

Financial proposals will be compared based on average hourly rates. Firms must submit a table of hourly rates as set out below, inclusive of all overheads and VAT. Where a resource category does not exist within the firm, it may be omitted.

Estimated co-source hours per year: **2000** (subject to annual review and re-confirmation based on performance on the audit plan).

9.1. Rates by resource level, with the minimum years' experience required per level:

Resource Level	Years' Experience	Rate — Year 1	Rate — Year 2	Rate — Year 3
Director / Partner	10 years			
Internal Audit Manager	5 years			
IT Audit Manager	5 years			
Internal Auditor	3 years			
IT Internal Auditor	3 years			

Resource Level	Years' Experience	Rate — Year 1	Rate — Year 2	Rate — Year 3
Audit Specialist	5 years			
Data Analytics Specialist	5 years			

9.2. Typical distribution of time across the audit team for an engagement of this nature, expressed as a percentage of total person-hours billed:

Resource Level	Typical % of Total Hours
Director / Partner	
Internal/ IT Audit Manager	
Internal/IT Auditor	
Audit Specialist	
Data Analytics Specialist	
Total	100%

9.3. Average rate to be charged over the contract period, used for costing and billing of any internal audit service and ad hoc reviews:

#	Year 1	Year 2	Year 3
Average hourly rate			

#	Year 1	Year 2	Year 3
Number of hours planned per year	2000	2000	2000
Total cost for the year (incl. VAT)			
SME allocation (min. 30%)			

10. COSTING CONDITIONS

- 10.1. The award will be based on the rates that will be provided by bidders using the breakdown listed in clause 9 - Financial Proposal Section. Failure to comply will result in your bid being considered non-responsive.
- 10.2. Service providers must fully complete the pricing guidelines and pricing is valid for 90 days.
- 10.3. Consideration of Annual Escalation percentage and bidders are encouraged to amend the financial proposal templates as necessary to align with their proposed pricing structure.
- 10.4. NBCRFLI reserves the right to negotiate with preferred bidder/s identified in the evaluation process, regarding any terms and conditions, including prices without offering the same opportunity to any other bidder/s who has not been awarded the status of the preferred bidder/s.
- 10.5. NBCRFLI reserves the right to benchmark and negotiate rates with successful bidders before award.
- 10.6. Consider the two-year validity period of the Main Collective Agreement which may impact on the service continuity.
- 10.7. The contract may be extended annually after the initial 3 years expiry, up to a maximum period of two (2) years extension duration, subject to satisfactory performance and approval by the Office Bearers.

11. Mandatory / Pre-Qualification Requirements

The following requirements must be met before a bidder can progress to the Bid Evaluation stage:

Description	Comply	Do Not Comply
Membership with professional associations: proof of membership with the relevant association below must be provided. IRBA – Independent Regulatory Board for Auditors		
Latest audited Annual Financial Statements		
Confirmation of conformance with the IIA's 2024 Global Internal Audit Standards, or a documented transition plan where the last External Quality Assessment (EQA) was performed against the superseded 2017 IPPF not older than 5 years		
Signed letter from Directors and Shareholders		
Proof of Audit management software capability and continuous auditing / CAATs tooling capability		
Proposed staff organogram together with signed staff-tenure declaration confirming that all proposed staff have been employed by the firm for at least three years		
Signed SME partnership or subcontracting agreement(s), including team composition and CVs		

Description	Comply	Do Not Comply
Independence declaration confirming no conflicting external audit or related-service relationship with the Council		

Annexure A:

Key Performance Indicators — Internal Audit Co-Source

The following Key Performance Indicators (KPIs) shall be used to assess the performance of the Internal Audit Co-Source firm, in line with the terms of Reference:

S/N	CRITERIA	DEFINITION	TARGET
1.	Audit Plan Completion Rate	The percentage of planned audits completed during the audit period	95-100% of the planned audits should be completed within the agreed audit cycle. - Weekly progress report submitted to the General Manager: Internal Audit on the status of all active audit assignments.
2.	Timeliness of Audit Reports	Provide timely audit reports and working papers, ensuring findings can be addressed promptly	90-100% of reports delivered by the agreed-upon deadlines. - Final reports and complete Audit Files submitted at least 10 days before the Audit and Risk Committee (ARC) meeting, per the Council-approved year planner.

S/N	CRITERIA	DEFINITION	TARGET
			Working papers submitted to the General Manager: Internal Audit within one week of issuing the final report.
3.	Quality of Audit Reports	Ensure that audit findings are actionable, well documented, and conform to the IIA's 2024 Global Internal Audit Standards for reporting	100% compliance with the Council's internal audit quality standards and the IIA's 2024 Global Internal Audit Standards, with positive feedback from senior management and the Audit and Risk Committee. - No adverse findings from the CAE's engagement-level performance evaluation (quality of output, adherence to timelines/budget, supervision evidence, stakeholder engagement conduct).
4.	SME Subcontracting	Subcontract a minimum of 30% of the contract value to a qualifying Small, Medium, and Micro Enterprise (SMME), where applicable	- Subcontracted work accounts for a minimum of 30% of the total contract value. - Signed SME partnership/subcontract agreement(s) submitted at tender stage, specifying scope, value, and the SME's relevant qualifications for the discipline performed. - SME allocation and utilisation verified quarterly against actual engagement records and reported to the Audit and Risk Committee.

S/N	CRITERIA	DEFINITION	TARGET
5.	Stakeholder Satisfaction	Feedback from key stakeholders (e.g., Audit and Risk Committee, senior management, and operational heads) on the quality of co-sourced internal audit engagements	- Client satisfaction survey completed and submitted for every engagement, without exception, within one week of finalisation. - Achieve a client satisfaction survey outcome/score of 3.5/5 and above for each completed engagement.
6.	Compliance with Professional Standards	The degree to which the co-sourced firm adheres to the IIA's 2024 Global Internal Audit Standards, related Topical Requirements and Global Guidance, ISACA's ITAF (for IS audit and assurance work), and any other applicable regulatory standards	100% compliance with the IIA's 2024 Global Internal Audit Standards (five domains, 15 principles), ISACA's ITAF, and other applicable regulatory frameworks. - No use of the superseded 2017 IPPF citation in any engagement letter, audit programme, working paper, or final report issued under the contract. - Evidence of conformance (e.g. QAIP results) produced on request by the CAE.
7.	Resource Utilisation and Continuity	The effective and efficient use audit resources, including expertise and continuity of the named team on	Adequate and skilled resources allocated for assigned projects, aligned with the audit engagement (experience and qualifications match the discipline assigned).

S/N	CRITERIA	DEFINITION	TARGET
		assigned engagements	- Named team proposed at tender stage retained for the full contract term; substitutions only for resignation, termination, or long-term incapacity, and approved by the CAE before deployment. - Proposed staff for audit assignments have a minimum of 3 years' tenure with the firm at the time of proposal.
8.	Risk Coverage	The extent to which co-sourced internal audit activities cover the Council's critical and emerging risks	90-100% coverage of critical risks and emerging risks identified as part of the audit planning process. - Contribution to, and where directed, maintenance of the combined assurance map / joint risk register
9.	Combined Assurance Coordination Effectiveness	The effectiveness of the firm's coordination with other lines of assurance (first, second, and external) to minimise duplication and close gaps in risk coverage, per Standard 9.5 (Coordination and Reliance)	- Participation in coordination sessions with second-line functions (risk, compliance, GRC) at least quarterly. - Documented reliance assessment (scope, competence, and objectivity of the other provider) completed before placing reliance on, repeating, or extending previously tested control areas. - Findings reported in a format that supports consolidated reporting to the ARC, cross-referenced to related

S/N	CRITERIA	DEFINITION	TARGET
			second-line or external audit findings where known.
10.	Continuous Auditing and Monitoring Coverage	The extent to which the co-sourced firm delivers technology-enabled continuous auditing coverage against the approved Continuous Audit Plan, per the IIA's GTAG on Continuous Auditing and Monitoring	- Continuous Audit Plan submitted for CAE approval alongside the annual internal audit plan, setting out coverage areas, testing frequency, technology used, and escalation thresholds. - Continuous auditing coverage delivered against the approved Continuous Audit Plan. - Exceptions meeting the agreed escalation threshold reported to the General Manager: Internal Audit within 5 working days of identification. - Summary of continuous auditing coverage and results included in the quarterly report to the Audit and Risk Committee.
11.	Knowledge Transfer and Training	The effectiveness of the co-sourced firm in transferring knowledge to the internal team and upskilling in-house audit staff, per the milestone-based Skills Transfer Plan	- In-house internal audit staff assigned to, and actively involved in, each engagement from the planning phase. - Documented, milestone-based Skills Transfer Plan submitted per engagement or engagement cluster, specifying the skill(s) transferred, method (shadowing, joint fieldwork, structured review sessions, formal training), and how transfer is evidenced.

S/N	CRITERIA	DEFINITION	TARGET
			Demonstrated specialist depth transferred in continuous auditing and monitoring, combined assurance, and data governance.
12.	Audit Findings Rework Rate	The percentage of audit findings or reports that require rework due to inaccuracies or incomplete information	- Less than 10% rework on audit findings or audit reports. - Where an engagement evaluation or client survey indicates material quality concerns, a written corrective action plan submitted within 10 working days. - Two or more engagements below the acceptable threshold in a 12-month period may result in reduced work allocation, mandatory additional supervision at the firm's cost, or cancellation of contract.