

All enquiries related to this Request for Proposals, including any requests for information and clarification, are to be submitted by November 7, 2025, and directed, in writing, to procurement@bc-er.ca, who will respond if time permits. Information obtained from any other source is not official and should not be relied upon. Enquiries and any responses will be recorded and may be distributed to all Proponents at the BCER's option.

RFP# 16226001

Posted:

Co-sourced Internal Audit Services 2026-2029

Closing Time: Proposal must be received electronically
before 2:00 PM Pacific Time on: November 14, 2025

Delivery of Proposals

Proposals must be submitted electronically.

To: <https://procurement.bc-er.ca/>

Organization Overview

The BC Energy Regulator (BCER) is the Province of B.C.'s life-cycle energy resources regulator. The BCER is a Crown agency with a mandate to ensure both the environment and public safety are protected, and those with concerns have the opportunity to have their voices heard in the sustainable development of British Columbia's energy resources.

As a cost-recoverable, values-driven organization, we prioritize safety, stewardship, and Indigenous interests throughout the full lifecycle of activities we regulate – from exploration to reclamation – and support the transition to clean energy. The BCER is committed to reconciliation with Indigenous Peoples, honouring the Provincial commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Declaration on the Rights of Indigenous Peoples Act, and the Truth and Reconciliation Commission's (TRC) Calls to Action. Through fostering respectful and collaborative relationships with Indigenous partners and stakeholders, the BCER delivers on Government's priorities.

The BCER has an innovative forward-thinking workplace that demonstrates our core values. Through continuous improvement and development, the BCER is agile and responsive to the rapidly changing environment in which we operate. We are diverse and inclusive, with transparency, innovation, and integrity as the foundation of our respectful culture. Secured access to BCER information and systems is a foundational consideration in the management of the BCER's infrastructure.

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A. DEFINITIONS AND ADMINISTRATIVE REQUIREMENTS

1. Definitions

Throughout this Request for Proposals, the following definitions apply:

“Contract” means the written agreement resulting from this Request for Proposals executed by the BCER and the Contractor;
“Contractor” means the successful Proponent to this Request for Proposals who enters into a written Contract with the BCER;
“Must”, or “Mandatory” means a requirement that must be met in order for a proposal to receive consideration;
“Proponent” means an individual or a company that submits, or intends to submit, a proposal in response to this Request for Proposals;
“Proposal” or “submission” means the response by a Proponent to the Request for Proposals in a format and contents corresponding to the requirements of the Request for Proposals;
“BCER” means British Columbia Energy Regulator;
“Request for Proposals” or “RFP” means the process described in this document; and
“Should” or “Desirable” means a requirement having a significant degree of importance to the objectives of the Request for Proposals.

2. Terms and Conditions

Submitting a proposal indicates the Proponent’s acceptance of all terms and conditions set out in the RFP, including those included in appendices and addenda.

A Proposal must be signed off by a person authorized on behalf of the Proponent with the intent to bind the Proponent to the RFP and to the statements and representations in the Proposal. Signing the Proposal could be by a scanned copy of a signed cover letter, an electronic signature included in an easy-to-find place in the Proposal, or an electronic transmission directly from the authorized representative of the Proponent in lieu of a signature.

3. Electronic Submissions

For electronic submission of Proposals the following applies:

- a) The Proponent is solely responsible for ensuring that the complete Proposal is received before Closing Time for the RFP;
- b) Proponents should submit Proposal in a single upload and avoid sending multiple submissions for the same opportunity;
- c) The maximum size of each attachment must be 500 MB or less and uploaded in a single attachment;
- d) Attachments must not be compressed, must not contain a virus or malware, must not be corrupted and must be able to be opened. The BCER may reject proposals submitted in compressed or otherwise compromised files.

4. Additional Information Regarding the Request for Proposals

All subsequent information regarding this Request for Proposals, including changes made to this document will be posted on the BC Bid website at www.bcbid.ca. It is the sole responsibility of the Proponent to check for amendments on the BC Bid website.

5. Late Proposals

Proposals will be marked with their receipt time once submitted. Only complete proposals received and marked before closing time will be considered to have been received on time. Proposals that are received late will be marked late and will not be considered or evaluated. In the event of a dispute, the proposal receipt time as recorded by the electronic date stamp shall prevail whether accurate or not.

6. Eligibility

- a) Proposals will not be evaluated if the Proponent’s current or past corporate or other interests may, in the BCER’s opinion, give rise to a conflict of interest in connection with the services described in this Request for Proposals. This includes, but is not limited to, involvement by a Proponent in the preparation of this Request for Proposals. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with the BCER Contract Management Analyst prior to submitting a proposal.
- b) Proposals from not-for-profit agencies will be evaluated against the same criteria as those received from any other Proponents.

7. Evaluation

Evaluation of proposals will be by a committee formed by the BCER and may include employees and contractors of the BCER. All personnel will be bound by the same standards of confidentiality. The BCER’s intent is to enter into a Contract with the Proponent who has the highest overall ranking.

8. Negotiation Delay

If a written Contract cannot be negotiated within thirty days of notification of the successful Proponent, the BCER may, at its sole discretion at any time thereafter, terminate negotiations with that Proponent and either negotiate a Contract with the next qualified Proponent or choose to terminate the Request for Proposals process and not enter into a Contract with any of the Proponents.

9. Debriefing

At the conclusion of the Request for Proposals process, all Proponents will be notified of the award by email. Unsuccessful Proponents may request a debriefing meeting with the BCER.

10. Alternative Solutions

If alternative solutions are offered where applicable, please submit the information in the same format, as a separate proposal.

11. Changes to Proposals

By submission of a clear and detailed written notification, the Proponent may amend or withdraw its proposal prior to the closing date and time. Upon closing time, all proposals become irrevocable. The Proponent will not change the wording of its proposal after closing and no words or comments will be added to the proposal unless requested by the BCER for purposes of clarification.

12. Proponents' Expenses

Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with the BCER, if any. If the BCER elects to reject all proposals, the BCER will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

13. Limitation of Damages

Further to the preceding paragraph, the Proponent, by submitting a proposal, agrees that it will not claim damages, for whatever reason, relating to the Contract or in respect of the competitive process, in excess of an amount equivalent to the reasonable costs incurred by the Proponent in preparing its proposal and the Proponent, by submitting a proposal, waives any claim for loss of profits if no Contract is made with the Proponent.

14. Proposal Validity

Proposals will be open for acceptance for at least 90 days after the closing date.

15. Firm Pricing

Prices will be firm for the entire Contract period unless this Request for Proposals specifically states otherwise.

16. Currency and Taxes

Prices quoted are to be:

- a) In Canadian dollars;
- b) Inclusive of duty, where applicable; FOB destination, delivery charges included where applicable; and
- c) Exclusive of taxes

17. Completeness of Proposal

By submission of a proposal the Proponent warrants that, if this Request for Proposals is to design, create or provide a system or manage a program, all components required to operate the system or manage the program have been identified in the proposal or will be provided by the Contractor at no charge.

18. Subcontracting

- a) Using a subcontractor (who should be clearly identified in the proposal) is acceptable. This includes a joint submission by two Proponents having no formal corporate links. However, in this case, one of these Proponents must be prepared to take overall responsibility for successful performance of the Contract and this should be clearly defined in the proposal.
- b) Subcontracting to any firm or individual whose current or past corporate or other interests may, in the BCER's judgment, give rise to a conflict of interest in connection with the project or program described in this Request for Proposals will not be tolerated. This includes, but is not limited to, any firm or individual involved in the formulation of this Request for Proposals. If a Proponent is in doubt as to whether a proposed subcontractor gives rise to a conflict of interest, the Proponent should consult with the BCER Contract Management Analyst at procurement@bc-er.ca.
- c) Where applicable, the names of approved sub-contractors listed in the proposal will be included in the Contract. No additional subcontractors will be added, nor other changes made, to this list in the Contract without the written consent of the BCER.

19. Acceptance of Proposals

This Request for Proposals should not be construed as an agreement to purchase goods or services. The BCER is not bound to enter into a Contract with the Proponent who submits the lowest priced proposal or with any Proponent. Proposals will be assessed in light of the evaluation criteria. The BCER will be under no obligation to receive further information, whether written or oral, from any Proponent.

Neither acceptance of a proposal nor execution of a Contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

20. Definition of Contract

Notice in writing to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written Contract will constitute a Contract for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

21. Form of Contract

By submission of a proposal, the Proponent agrees that should its proposal be successful, the Proponent will enter into a Contract with the BCER in accordance with the terms of the BCER's Information Technology Professional or General Service Agreements (links to the documents are available through BCER's procurement portal).

22. Liability for Errors

While the BCER has used considerable efforts to ensure the information in this Request for Proposals is accurate, the information contained in this Request for Proposals is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by the BCER, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposals is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this Request for Proposals.

23. Modification of Terms

The BCER reserves the right to modify the terms of this Request for Proposals at any time in its sole discretion. This includes the right to cancel this Request for Proposals at any time prior to entering into a Contract with the successful Proponent.

24. Ownership of Proposals

All proposals submitted to the BCER become the property of the BCER. They will be received and held in confidence by the BCER, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* and this Request for Proposals.

25. Use of Request for Proposals

Any part of this document, or any information provided by the BCER in relation to this Request for Proposals may not be used or disclosed, for any purpose other than for the submission of proposals. Without limiting the generality of the foregoing, by submission of a proposal, the Proponent agrees to hold in confidence all information provided by the BCER in relation to this Request for Proposals.

26. Reciprocity

The BCER may consider and evaluate any proposals from other jurisdictions on the same basis that the BCER purchasing authorities in those jurisdictions would treat a similar proposal from a British Columbia supplier.

27. No Lobbying

Proponents must not attempt to convey directly or indirectly with any employee, contractor or representative of the BCER, including the evaluation committee and any elected officials of the BCER, or with members of the public or the media, about the services described in this Request for Proposals or otherwise in respect of the Request for Proposals, other than as expressly directed or permitted by the BCER.

B. REQUIREMENTS FOR SERVICES

1. Summary of the Requirement

The Internal Audit (IA) function at the BCER is seeking to co-source assurance and consulting services for its planned engagement related to managing environmental and financial liability arising from energy resource activities regulated by the BCER. In addition, the IA function intends to work with the co-sourced advisor to renew the BCER's IA universe and annual plan in line with the organization's strategic direction, principal risks, and best practices in fulfilling the role of Internal Audit in adding value to organizational governance. Under a renewed IA Plan, the IA function is interested to continue working with the co-sourced advisor to implement the plan over a provisional timeline ending March 31, 2029.

The successful proponent would have demonstrated in a written proposal compliant with the Requirements of this RFP, and a subsequent interview, that they bring a depth of competencies and suitable experience in the public sector and the resource management sector to be an effective and efficient partner of the IA function in delivering its responsibilities according to the Internal Audit Charter and in conformance to the Global Internal Auditing Standards as applicable to public sector organizations.

The successful Proponent in this RFP process who enters into a Contract with BCER will be the preferred provider of IA services to the BCER over the contract term, subject to the availability of required competencies and capacity on behalf of the Contractor. The BCER at its sole discretion may launch additional procurement processes and engage other providers of IA services as required.

2. BCER Situation/Overview

The BCER regulates the full life cycle of energy resource activities in B.C., from site planning to restoration. We ensure activities are undertaken in a manner that protects public safety, safeguards the environment, supports meaningful reconciliation, and advances the public interest and contributes to B.C.'s economy. The BCER's current legislated mandate, regulatory framework, core activities and organizational structure are described in the [2025/26 - 2027/28 Service Plan \(PDF\)](#) available on the BCER's website at www.bc-er.ca.

According to its mission, the BCER regulates the life cycle of energy resource activities in B.C. from site planning to restoration, ensuring activities are undertaken in a manner that:

- Protects public safety
- Safeguards the environment
- Supports meaningful reconciliation
- Advances the public interest and contributes to B.C.'s economy

3. Internal Audit Function Situation/Overview

The Audit Committee of the Board of Directors of the BCER oversees the Internal Audit function aimed at providing independent and objective assurance and advisory services related to improving the effectiveness and efficiency of operations and the robustness of risk management, control and governance processes.

As a provincial regulator with diverse mandate and approximately three hundred employees, the BCER resources internal audit engagements by co-sourcing expertise and capacity from qualified external service providers. Internally, the Director, Internal Audit and Integrated Risk Management, leads the internal audit function in conformance with the Global Internal Audit Standards as they apply to public sector organizations. The average annual budget for co-sourced internal audit services is \$120K. The co-sourcing model provides flexibility to engage

the expertise needed to perform internal audit projects across the diverse mandate of the BCER, while meeting a high standard for independence and objectivity.

The focus of the internal audit function is to add value to operations and corporate governance. The BCER's External Auditor is the primary provider of assurance services with respect to the financial position of the organization as presented in its financial statements.

Through having a preferred provider of internal audit services over a three-year horizon, the BCER is seeking to realize efficiency, continuity, resourcing, and succession management benefits.

4. Scope of Services

The scope of services ranges from support for managing the IA function to performance of a specific IA engagements, such as the implementation of the BCER's Comprehensive Liability Management Plan. Services for specific engagement topics will be based on the planning, execution and reporting phases described in the Global Internal Audit Standards and will be scaled to reasonable timing and resources as described in the IA Engagement Plan.

General Internal Audit Services – Function Management Support

- Provide strategic leadership in fulfilling the role of Internal Audit as a trusted advisor and independent and objective source of assurance within BCER's governance and accountability framework.
- Advise on emerging risks and risk drivers in the operating environment in B.C. that warrant consideration in preparing or updating the IA Plan or the planning and execution of a particular IA engagement.
- Support the collaborative and coordinated development of the IA Plan, mindful of the organizational strategy, key risks, partner and stakeholder expectations, and efficient utilization of resources.
- Advise on talent management, succession management, resources optimization, information systems, and digital technologies, including Artificial Intelligence, that would help sustain Internal Audit as a relevant and high-performance function within BCER's governance and accountability framework.
- Support and enhance key relationships for Internal Audit, notably with the Board of Directors, Management, the External Auditor, the B.C. public sector Internal Audit community, and other third parties.

General Internal Audit Services – Engagement Planning, Execution and Reporting of Results

- Perform auditing services according to the principles and professional competencies for internal auditors articulated in the International Professional Practices Framework by the global Institute of Internal Auditors (IIA), and specifically the Global Internal Audit Standards (Standards).
- In collaboration with the BCER Internal Audit Lead and relevant staff, plan, execute and report the results of IA engagements in a manner that
 - sets clear and realistic audit objectives based on inherent risks affecting the audited area, including consistent consideration of fraud risk and the range of culture and ethics risks relevant to public sector organizations,
 - uses a suitable audit methodology, incl. audit phases, criteria, limitations, procedures, data analytics, etc., that have the buy-in of relevant stakeholders,
 - follows an efficient resourcing plan and schedule outlined in an IA Engagement Plan, accepted by relevant stakeholders,
 - effectively communicates engagement results and audit recommendations where necessary.

Engagement-Specific Internal Audit Services – Comprehensive Liability Management Plan

The Regulator launched its [Comprehensive Liability Management Plan](#) (CLMP) in May 2019 with three pillars in managing the liability risk when regulated activities reach the end of their economic life:

- 1) Liability Management – instruments for financial risk assessment, liability measurement and insolvency risk mitigation
- 2) Inactive Sites Restoration, and
- 3) Orphan Sites Restoration.

The BCER IA Plan contemplates an engagement to review the implementation of the CLMP so far and its key outcomes. A phased approach to this engagement is expected, with Phase 1 examining the effectiveness of the Permittee Capability Assessment (PCA) as the main program for financial risk assessment, liability measurement and insolvency risk mitigation. Details about the [PCA](#) can be found on the BCER website www.bc-er.ca.

Phase 2 will assess the outcomes achieved under the CLMP for liability risk reduction at inactive and dormant sites through closure and restoration. The third pillar in the CLMP for orphan sites restoration may or may not be considered as Phase 3 of this work. The IA function will work with the co-sourced IA services provider as a valuable partner to develop the scope, methodology and the engagement plan for Phase 1, as well as the scope and methodology for subsequent phases that continue to meet a risk-based priority among other topics that the renewal of the IA Plan may seek to prioritize.

The services related to the CLMP will follow the framework for conducting IA engagements: planning, execution and communication of results.

5. Deliverables

The successful Proponent who enters into a contract for co-sourced IA services with the BCER will be responsible for deliverables described in Schedule A in the contract and any addenda to the schedule, including outputs, key personnel, timelines, invoicing and reporting requirements, etc.

C. REQUIREMENTS FOR PROPOSALS

1. Mandatory Requirements

- **The Proposal must be received by the BCER before the closing date and time indicated on the first page of this RFP.**
- **The Proposal must be in English and uploaded electronically to <https://procurement.bc-er.ca/>**
- **The Proposal must confirm that any personal information received, collected or held by the Proponent over the course of the proposals review and evaluation period will be stored and used only in Canada.**
- **The Proposal must contain an independence and objectivity statement confirming the Proponent is free of actual or perceived conflicts of interest and free of bias with respect to the BCER, its officers and employees.**
- **The Proposal must confirm that the Proponent agrees to the terms and conditions of the BCER's General Service Agreement, including its schedules (link to the document is available at BCER's procurement portal).**

The mandatory requirements are also mandatory criteria in the evaluation of proposals. Proposals not meeting the mandatory criteria will be excluded from further consideration during the evaluation process.

If you have issues uploading to the procurement portal, contact procurement@bc-er.ca before the closing time.

2. Content Requirements

For consistency, Proposals must follow the format and content requirements below. With all pages consecutively numbered, the proposals should contain the following parts:

- a) Cover page, which can be in the form of transmittal letter signed by the authorized representative of the Proponent. The cover page must clearly identify the Proponent's legal name and a Contact Person, including mailing address, phone number and an email address for the Contact Person.
- b) Table of Contents
- c) Executive summary, preferably one page, outlining the capabilities, experience and motivation of the Proponent to be the co-sourced provider of IA services
- d) Key strengths of the Proponent to meet the Requirements for Services described in Section B above. This part should not exceed three pages and will highlight capabilities and capacity in risk areas of interest to BCER as a provincial regulator, e.g., regulatory efficiency and effectiveness, durability of regulatory decisions, regulatory oversight of regulated activities over their lifecycle, risks to BCER's operations from climate change consequences, security threats, or significant changes in technology and workforce trends. Providing specific examples of previous IA projects completed by the Proponent would add value. Since the proposals evaluation process will place higher weight on the Proponent's capability to complete an engagement in relation to the Comprehensive Liability Management Plan, focus on qualifications and prior experience involving topics in environmental or financial liability management in the oil and gas sector or the broader natural resource management sector (mining, electricity generation, etc.) would be preferred.
- e) Resources section, in which the Proponent will outline its approach to resourcing the co-sourced IA services to the BCER, the range and depth of capabilities available provincially or nationally, and a description of how audit team roles will be structured and fulfilled, including specific personnel that the Proponent may assign to services rendered to the BCER. This section is not to exceed two pages and will specify 2025/26 hourly rates and subsequent annual increases, if any, for the following roles: Audit Team Lead, Audit Manager, Audit Specialist, and Subject Matter Expert (SME). The use of SMEs is a preferred practice allowing the audit team access to targeted expertise on the audit topic.

Audit Team Role	Hourly Rate (\$ CAD) and Annual Increase (%)			
	2025/26 Hourly Rate	2026/27 % increase	2027/28 % increase	2028/29 % increase
Audit Team Lead				
Audit Manager				
Audit Specialist				
Subject Matter Expert				

- f) References – two references, including Name, Title, Organization, Phone Number and Email Address.
- g) Appendices, where Proponents may include CVs of key personnel they intend to assign to Audit Team Roles, or additional information or infographics in support of the proposal. Proponents should note that the evaluation and scoring of proposals will be based predominantly on information provided in the preceding sections of the proposal.

3. Evaluation of Proposals

The evaluation of proposals will be conducted by a team consisting of employees and/or contractors of the BCER. All members of the team will be bound by the same standards of confidentiality.

Proposals that meet the Mandatory Requirements above, will proceed to be evaluated according the following desirable criteria and weighted scoring.

Desirable Criteria	Weight
Qualifications and experience to provide co-sourced IA services in relation to the BCER's Comprehensive Liability Management Plan	40%
Qualifications and experience to provide IA function management support	30%
Approach for resourcing the co-sourced IA services - audit team roles, availability, constraints	10%
Pricing – hourly rates and annual increases	20%

The lowest price proposal will not necessarily be accepted. The BCER reserves the right to refuse any proposal based on quality, service, price, reputation, experience and other criteria.

4. Informational Interviews

The top ranking Proponents may be asked to attend an interview with the evaluation committee. During the interview, the evaluation committee may clarify and/or verify statements made in the proposals.

The requirement for interviews is optional. The BCER reserves the right to complete the evaluation process without Proponent interviews.

Proponents invited to an interview may score up to 10 additional points based on their understanding of the Requirements for co-sourced IA services, understanding of the BCER operating environment, its key risk drivers and emerging risks.

The highest scoring Proponent (Preferred Proponent) will be selected by adding the scores from the desirable criteria and the interview.

5. Anticipated Schedule

The following table outlines the anticipated schedule for this RFP. All times identified in the table are in Pacific Time.

Event	Anticipated Date
Enquiries deadline	November 7, 2025
Request closing time	November 14, 2025 at 2:00PM PST
Review, interviews, and reference checks	November 17-21, 2025
Preferred Proponent announcement	December 2025
Contract in place and commencement of work	January 2026