INTRODUCTION AND INSTRUCTIONS

The Institute of Internal Auditors Research Foundation (IIARF) is the global leader in providing research and knowledge resources to enhance the internal audit profession.

The IIARF continually monitors the needs of the internal audit profession and its stakeholders to identify high priority topics for future projects. These high priority topics can either become research projects or educational products.

Research projects focus on discovering new information about the internal audit profession, using academic research methods such as surveys, focus groups, interviews, case studies, literature review, data analysis, and so on. Whenever possible, research projects should include implications or applications for practitioners.

Educational products are designed to provide information that internal audit practitioners can use on the job. Educational products often include “how-to” information, tools, best practices, and so on. (A research component can support the educational product.)

Author’s choice proposals may also be submitted for topics that are not directly related to the posted RFPs. These may be submitted for research or educational topics, and proposals will be evaluated at least once a quarter. The number of projects selected for funding will depend on the quality and number of proposals received and the amount of funds requested and available.

The following request for proposal is for a priority research project, and a global scope is encouraged.

The review process normally lasts 4-6 weeks, but may take longer.

Return your proposal as a Microsoft Word document or PDF via e-mail to research@theiia.org.

ALL RESPONSES TO THIS REQUEST FOR PROPOSAL ARE DUE NO LATER THAN APRIL 18, 2014.

If additional information is needed, please contact The IIA Research Foundation:

Tel: +1-407-937-1356
E-mail: research@theiia.org

Thank you for your interest in The Institute of Internal Auditors Research Foundation. We look forward to working with you.
## TOPIC INFORMATION

<table>
<thead>
<tr>
<th>Priority Topic Title</th>
<th>Case Studies for Implementing COSO’s Updated Internal Control Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Topic Summary</strong></td>
<td>The project should result in a step by step guide to what was done to move from the old framework to the new framework. It will identify challenges and solutions for implementing the new framework. It will also look forward to ask, “How are you currently using the framework and how do you anticipate using the framework in the future?”</td>
</tr>
<tr>
<td><strong>Product Type</strong></td>
<td>Research Report (applied)</td>
</tr>
<tr>
<td><strong>Problem the Research Will Address</strong></td>
<td>This will tell the reader what early adopters did to transition to the 2013 COSO Internal Control Framework</td>
</tr>
</tbody>
</table>
| **Primary Audience/ Secondary Audience** | Primary audience: Internal Audit Practioners  
Secondary audience: Management, Business Leaders, Academia  
The audience is global.  
The staff level includes CAEs, management and staff.  
The report should apply to large and small organizations as well as private and public. |
| **Research Question(s)** | - What process did you use to move from the previous framework to the new framework? (Mapping components of old to new principles, Gap analysis between old COSO and new COSO (matching the elements of 1992 COSO components to new COSO components, Action plan to address identified gaps)  
- What were the challenges and lessoned learned when moving from the old to new framework? What would you do differently? Do you have any suggested changes to the COSO framework?  
- Were there any parts of the framework that you did not implement? If so, why not? |
<p>| <strong>Practical Applications for the Audience</strong> | Practitioners will be able to see specific examples for how to implement the updated internal control framework. |</p>
<table>
<thead>
<tr>
<th>Topics/Issues</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. How are the practitioners using the framework today</td>
<td></td>
</tr>
<tr>
<td>2. Describe process used to identify gaps in moving from the previous to the new COSO integrated control framework (mapping)</td>
<td></td>
</tr>
<tr>
<td>3. Describe steps to implement new framework</td>
<td></td>
</tr>
<tr>
<td>4. Describe process used to monitor implementation of the new framework</td>
<td></td>
</tr>
<tr>
<td>5. Describe milestones in the transition process (what successes were notated, what opportunities were noted)</td>
<td></td>
</tr>
<tr>
<td>6. What would leading organizations do differently?</td>
<td></td>
</tr>
<tr>
<td>7. What recommendations do leading organizations have for other organizations implementing the new framework?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Methodology</th>
<th>Case studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case studies should have a consistent format</td>
<td></td>
</tr>
</tbody>
</table>

| Survey/Interview Guide Requirements | If surveys or interview guides are used in the project, a complete first draft must be included with the proposal. |
| Sample Size and Description (if applicable) | Should encompass public and private; small to large organizations |

<table>
<thead>
<tr>
<th>Researcher Qualifications</th>
<th>In depth knowledge of COSO</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>3-5 months for first draft (Time sensitive)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Length of Document</th>
<th>Short report (30-35 pages)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Distribution Method</th>
<th>Available for purchase (whether print or digital version) and potential bundling with existing COSO products in the Bookstore.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Resources to Consult</th>
<th>COSO Internal Control – Integrated Framework: Turning Principles into Positive Action</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Previously published material</th>
<th>The researchers need to provide examples of previously published materials.</th>
</tr>
</thead>
</table>

INTERESTED RESEARCHERS AND AUTHORS, PLEASE PROCEED TO THE NEXT SECTION, PROPOSAL SUBMISSION GUIDELINES
PROPOSAL SUBMISSION GUIDELINES

The Institute of Internal Auditors Research Foundation (IIARF) is the global leader in providing research and knowledge resources to enhance the internal audit profession.

Proposals should outline how the requirements of the RFP will be met. Proposals should not exceed five pages exclusive of the summary page and appendices described below, and should be organized as follows:

1. Proposal Summary Page
   a. Name of the priority topic being addressed
   b. Product type (education, applied research, or theoretical research)
   c. Proposal title. (This title should be specific to the proposal, not the same as the name of the priority topic.)
   d. Date proposal was submitted
   e. Primary researcher’s name, contact information, and credentials.
   f. Proposal abstract. (This should be one to two paragraphs, including research need, primary audience, methodology, and a description of the primary deliverable.)

2. Project Description
   a. Research questions (and hypotheses if applicable)
   b. Application/implications for internal auditors
   c. Topics/issues
   d. Methodology. (Explain how the proposed methodology will answer the research question. Include drafts of surveys or interview guides in appendices.)
   e. Sample size and description

3. Research Team and Budget Description
   a. Proposed research team members with a brief description of their roles and qualifications. (Describe research capabilities and/or academic qualifications related to the topic. An internal auditor should be on the research team.)
   b. Timeframe and budget (Give an itemized budget and tell who receives funds.)
   c. Researcher writing sample. (Provide a list of previously published material and a PDF or link to a sample that would be comparable to the intended deliverable.)

4. Deliverable Description
   a. Length of book or report
   b. Primary and secondary audience
   c. Other possible content uses

5. Appendices
   a. First draft of the interview guide, survey questions, and/or analysis methodology (if applicable)
   b. Curriculum vitae (CV) for each researcher (3 pages maximum)
   c. Previous researcher affiliation with The IIA (previous research or educational products produced, volunteer participation, chapter officer, etc.)

Submit proposals by April 18, 2014, via e-mail to: research@theiia.org

Further information: research@theiia.org, Tel: +1-407-937-1356, Fax: +1-407-937-1101