



ANNEXURE A

TERMS OF REFERENCE FOR THE REVIEW AND UPDATING OF THE ICASA IT STRATEGY

1. Introduction and Background

1.1 About ICASA

The Independent Communications Authority of South Africa (ICASA) is the regulatory authority for the South African communications, broadcasting, and postal services sectors. Established to enable a competitive environment within the ICT sector whilst ensuring the provision of quality services to all South Africans, ICASA plays an important role in the country's digital transformation journey.

ICASA operates from its head office in Centurion and maintains a presence in the other eight (8) provinces across South Africa. ICASA's mission centres on ensuring universal access to high-quality, affordable communication services for all citizens.

1.2 ICASA IT Environment

ICASA Head Office hosts a Microsoft and Linux environment for central authentication, file sharing, centralised application hosting, and a Storage Area Network (SAN). This environment is interconnected to eight (8) regional offices through an SD WAN network. The IT Division is responsible for maintaining and evolving this environment in a manner that supports ICASA's regulatory mandate.

1.3 Background to This Procurement

The IT Division has an IT strategy that was approved in 2016. In 2022/23, a service provider conducted a full assessment of the IT environment. In 2024/25, a new IT strategy was developed. During the approval process, concerns were raised that the strategy was not forward-looking and was not sufficiently aligned with the ICASA Strategy. The recommendation was to appoint a service provider to review the draft IT strategy, engage with the relevant role players, and update the strategy to ensure that it is forward-looking and aligned with the ICASA Strategy.

2. Project Objectives and Scope

2.1 Strategic Objectives

The IT strategy review and updating engagement aims to achieve the following strategic objectives.

Element	Details
Alignment with ICASA Strategy	Ensure that the IT strategy is fully aligned with and supports the delivery of the approved ICASA 5-year Strategic Plan.
Forward-looking Perspective	Produce a strategy that is anticipatory rather than reactive, positioning ICASA's IT function to meet the organisation's evolving regulatory requirements over the next five (5) years.
Digital Modernisation	Articulate a clear roadmap for digital modernisation, including emerging technologies such as AI and OT.
Stakeholder Legitimacy	Ensure that the strategy is developed through broad consultation with the relevant ICASA stakeholders so that it carries organisational legitimacy.
Implementability	Produce a strategy that is practical, costed, and ready for implementation, with a year-by-year plan that ICASA can use for budget planning.
Transition to Enabler	Position the IT Division to transition from a support function to a strategic enabler of ICASA's regulatory mandate.

2.2 Project Scope

2.2.1 In-Scope Elements

The following elements are in scope for this engagement.

In-Scope Element	Description
Current IT Landscape Review	Review and document the current ICASA IT environment including infrastructure, applications, policies, and governance arrangements.
Draft IT Strategy Refinement	Review, refine, and update the 2024/25 draft IT strategy to ensure that it is forward-looking, comprehensive, and fit for the ICASA regulatory mandate. The strategy must ensure that ICASA can ultimately be benchmarked against other efficient and technologically advanced communications and broadcasting regulators globally.
Digital Modernisation Articulation	Provide clear articulation of key digital modernisation programmes that ICASA should pursue over the next five (5) years.
Emerging Technology Integration	Integrate emerging technology considerations into the strategy, including Artificial Intelligence (AI) and its applications within ICASA's operational and regulatory functions.
Operational Technology (OT) Inclusion	Include Operational Technology (OT) considerations within the strategy to address the convergence of IT and OT in ICASA's environment.

In-Scope Element	Description
Stakeholder Consultation	Conduct broad consultation with key ICASA stakeholders, including at least three (3) onsite facilitation session at ICASA's head office in Centurion. The bidder will decide the duration of the session.
ICASA Strategic Alignment	Ensure that the IT strategy is fully aligned with the approved ICASA 5-year Strategic Plan.
Complete IT Strategy Document	Produce a complete, ready for approval IT strategy document submitted in both Microsoft Word and PDF format. This document must also have a recommended ICASA IT structure that is appropriate for implementing the IT strategy.
Costed 5-year Implementation Plan	Develop a year-by-year implementation plan for the next five (5) years, with cost estimates for each year and each key initiative.
Project Plan	Provide a detailed project plan that confirms that the revised strategy and implementation plan will be completed within the 6-month contract period.

2.2.2 Out-of-Scope Elements

The following elements are explicitly excluded from this engagement.

Out-of-Scope Element	Reason
Obtaining Strategy Approval	The service provider is not responsible for obtaining approval of the IT strategy from ICASA governance structures. Approval is an internal ICASA governance process.

Out-of-Scope Element	Reason
Driving Strategy Implementation	The service provider is not responsible for managing or driving the implementation of the strategy after it has been delivered. Implementation is an internal ICASA operational responsibility.
Procuring Technology Systems	The service provider is not responsible for procuring or implementing any technology systems, software, or hardware as part of this engagement.
Change Management Execution	The service provider is not responsible for executing the organisational change management process following the adoption of the IT strategy.

2.3 Success Criteria

Element	Details
Strategy Quality	The final IT strategy is progressive, coherent, aligned with the ICASA 5-year Strategic Plan, clear on how it will elevate the regulator into a technologically advanced, globally comparative and evidence-based regulator, and accepted by the ICASA IT Division leadership.
Stakeholder Coverage	All relevant ICASA stakeholder groups have been consulted, and their inputs are visibly reflected in the strategy.
Implementation Plan Completeness	The 5-year implementation plan covers all five years with cost estimates, key initiatives, resource requirements, risks, and milestones for each year.

Element	Details
Timely Delivery	All deliverables are submitted within the agreed timelines in the project plan, and the overall engagement is completed within six (6) months.
Onsite Session Held	At least three (3) onsite facilitation session is held at ICASA's head office in Centurion. The bidder will decide the duration of the session.

3. Scope of Work

The successful service provider needs to review and refine the ICASA draft IT Strategy. The key focus areas outlined below are the minimum specifications that the service provider must meet.

- 3.1 Review the current ICASA Business and IT landscape.
- 3.2 Provide clear articulation of key digital modernisation programmes.
- 3.3 Integrate emerging technologies, including Artificial Intelligence (AI). This must also be in comparison to the most efficient and technologically advanced regulators from other countries.
- 3.4 Include Operational Technology (OT) considerations.
- 3.5 Conduct broader consultation with key ICASA stakeholders.
- 3.6 Align the IT strategy with the approved ICASA 5-year Strategic Plan.
- 3.7 Produce a complete IT strategy document that is ready for ICASA's internal approval process.
- 3.8 Develop a costed 5-year implementation plan with a year-by-year roadmap with cost estimates.

- 3.9 Conduct at least three (3) onsite facilitation session at ICASA's head office in Centurion. The bidder will decide the duration of the sessions.
- 3.10 Provide a detailed project plan that confirms that the revised strategy will be completed within the 6-month contract period.
- 3.11 Provide a detailed proposal or methodology to review and refine the ICASA draft IT Strategy.

4. Onsite Facilitation Requirements

The onsite facilitation session is a mandatory component of this engagement. It is the primary mechanism through which the service provider will develop the strategy in collaboration with the relevant ICASA stakeholders, so that the stakeholders feel heard. The requirements that govern the onsite session are set out in the table below.

Requirement	Detail
Number of Sessions	At least three (3) onsite facilitation sessions are required. The bidder will decide the duration of the session.
Location	ICASA head office, Centurion.
Purpose	To facilitate the development of the IT strategy with the relevant ICASA stakeholders. The service provider must prepare facilitation materials, lead the session, and capture all outputs.
Travel Costs	The service provider must cover all travel costs for their own strategy facilitators to and from ICASA's head office in Centurion.

Requirement	Detail
Stakeholder Coordination	The service provider must coordinate with the ICASA project owner to identify and schedule the relevant stakeholders at least ten (10) working days before the session.
Post-session Report	The service provider must produce a stakeholder engagement report within five (5) working days of the session, documenting key themes, inputs, and agreed strategic priorities.

5. Deliverables

The service provider must produce the following deliverables within the timeframes indicated. All deliverables must be submitted to the ICASA project owner for review before they are accepted as final.

#	Deliverable	Description
1	Project inception report	A report that confirms the project team, project plan, stakeholder list, and agreed approach.
2	Current state assessment report	A documented assessment of the current ICASA IT environment, including a gap analysis and IT maturity assessment.
3	Stakeholder engagement report	A report that documents the outcomes of the onsite facilitation session and all other stakeholder consultations, including the key themes and strategic priorities that were identified.

#	Deliverable	Description
4	Draft IT strategy document	A first draft of the updated IT strategy, which should incorporate the current state findings, stakeholder inputs, and alignment with the ICASA 5-year Strategic Plan.
5	ICASA review and feedback	ICASA project team reviews the draft and provides consolidated written feedback to the service provider.
6	Final IT strategy document	The final, revised IT strategy document that incorporates ICASA's review comments, submitted in both Microsoft Word and PDF format. Any graphics incorporated into the final document should be editable or made available to ICASA for any future updates.
7	Costed 5-year implementation plan	A detailed, year-by-year implementation plan for years 1 through 5, with cost estimates per year, key initiatives, resource requirements, risks, and Milestones.
8	Final stakeholder presentation	A presentation of the completed IT strategy and implementation plan to the relevant ICASA stakeholders.
9	Project closure report	A project closure report that summarises the engagement, all deliverables produced, and handover documentation.

6. Costed 5-Year Implementation Plan Requirements

The service provider needs to produce a complete, costed 5-year implementation plan as part of the final IT strategy deliverable. The plan should cover years 1 through 5 and expected to address the strategic themes that are set out in the table below. Each year should include the components listed.

Year	Focus Theme	Key Strategic Focus Areas	Required Components
Year 1	Foundation and Quick Wins	Stabilisation of IT governance; remediation of critical risks; foundational digital infrastructure upgrades.	<ul style="list-style-type: none"> - Estimated cost for the year - Key initiatives - Resource requirements - Year 1 Milestones - Key risks and mitigating actions
Year 2	Core Capability Development	Strengthening IT service delivery capacity; maturing IT governance; consolidating enterprise systems.	<ul style="list-style-type: none"> - Estimated cost for the year - Key initiatives - Resource requirements - Year 2 Milestones - Key risks and mitigating actions
Year 3	Digital Enablement	Introduction of digital platforms; enhancement of data management; cloud adoption where applicable.	<ul style="list-style-type: none"> - Estimated cost for the year - Key initiatives - Resource requirements - Year 3 Milestones - Key risks and mitigating actions

Year	Focus Theme	Key Strategic Focus Areas	Required Components
Year 4	Advanced Capability	Integration of AI tools into ICASA operations; OT/IT convergence; advanced analytics and reporting. Advanced compliance monitoring (i.e., Licensee conditions, QOS and Spectrum usage).	<ul style="list-style-type: none"> - Estimated cost for the year - Key initiatives - Resource requirements - Year 4 Milestones - Key risks and mitigating actions
Year 5	Innovation and Maturity	Achievement of IT maturity targets; innovation pipeline; positioning ICASA as a digitally enabled regulator.	<ul style="list-style-type: none"> - Estimated cost for the year - Key initiatives - Resource requirements - Year 5 Milestones - Key risks and mitigating actions

The implementation plan should be presented in an easy-to-use format for use in ICASA's annual budget planning process. Cost estimates must be realistic, referenced to current market benchmarks, and expressed in South African Rand.

7. Project Management Requirements

7.1 Project Plan

The service provider needs to provide a detailed project plan that covers the full six (6)-month engagement period for the development of the IT strategy. The project plan should include the following elements.

Element	Details
Work Breakdown Structure	A decomposition of all work into manageable components.
Milestones	Clear milestone dates for each major deliverable.
Timing	A Gantt chart that shows the expected sequence and duration of all activities.
Resources	The resources that the service provider will assign to each phase of the engagement.
Risk Management	A risk register that identifies key project risks and the mitigating actions for each of those risks.
Quality Control	A quality assurance process that the service provider will apply to all deliverables.

7.2 Governance Structure

Element	Details
Project Sponsor (ICASA)	The CIO will serve as the project sponsor.
Project Owner (ICASA)	A designated ICASA IT manager will serve as the day-to-day project owner.

Element	Details
Service Provider Project Lead	The service provider should designate a named project lead with final accountability for delivery.
Meeting Cadence	Fortnightly progress meetings between the service provider's project lead and the ICASA project owner.
Reporting	The service provider should submit a brief written progress report before each fortnightly meeting.

ANNEXURE B: EVALUATION CRITERIA

The bid will be evaluated in five (5) phases as outlined below:

Phase	Description
Phase 1	Administrative Compliance
Phase 2	Mandatory Requirements
Phase 3	Functional evaluation (Only service providers who meet the cut-off score of 80 points out of 100 points will be considered for live Presentation).
Phase 4	Presentation on the proposed methodology and approach to reviewing and updating the ICASA IT strategy.
Phase 5	Price and Specific Goals Evaluation

PHASE 1: ADMINISTRATIVE COMPLIANCE

Bidders must ensure that they complete, and sign documents as indicated below, and the documents must be submitted as part of the bid document.

- SBD 1 – Invitation to Bid
- SBD 2 - Tax Clearance Certificate Requirements
- SBD 3.1 - Pricing schedule
- SBD 4 - Declaration of Interest
- SBD 5- The National Industrial Participation Programme
- SDB 6.1 - Preference Points claim form
- SBD 7.1 – Contract form (rendering of services)
- SBD 8- Declaration of Bidder’s Past Supply Chain Management Practices

- SBD 9- Certificate of Independent Bid Determination
- Declaration in terms of Fronting

PHASE 2: MANDATORY REQUIREMENTS

The following are the mandatory requirements for this bid. Failure to comply with any of the requirement will result in disqualification.

Special Condition	Comply	Not Complied
The service provider must have the capacity to provide on-site engagements at ICASA’s office in Centurion, South Africa. Out-of-country service providers that rely solely on online services will not be considered.		
The service provider must conduct at least three (3) onsite facilitation session at ICASA’s head office in Centurion to facilitate the development of the IT strategy with the relevant ICASA stakeholders. ICASA will be responsible for any catering costs for the onsite session. The service provider must cover all travel costs for their own strategy facilitators.		
The service provider must prepare and deliver a complete IT strategy document that is costed and includes a year-by-year implementation plan for the next five (5) years.		

PHASE 3: FUNCTIONAL EVALUATION

This section evaluates the service provider's reliability, experience, and track record. Scores are based on the information provided in the bid document.

Evaluation Criterion	Weight	Scoring Criteria	Score
<p>Reference Letters</p> <p>The service provider attached contactable reference letter(s) from the previous clients where IT Strategy development or similar projects were completed within the last five (5) years on a letterhead that describe the following: (Note references to be verified by ICASA)</p> <ul style="list-style-type: none"> - Client Name - Contactable details - Successful Completion Date - Detailed Description of Services Delivered 	<p>15</p>	<ul style="list-style-type: none"> - Attached One (1) reference letter or no reference letters attached to fulfil all the requirements as stipulated = 1 - Attached two (2) reference letters that fulfil all the requirements as stipulated = 2 - Attached three (3) reference letters that fulfil all the requirements as stipulated = 3 - Attached four (4) reference letters that fulfil all the requirements as stipulated = 4 - Attached five (5) or more reference letters that fulfil all the requirements as stipulated =5 	
<p>Bidder's experience</p> <p>Bidder's experience in IT Strategy Development (The bidder must provide company profile)</p>	<p>15</p>	<ul style="list-style-type: none"> - Less than 3 years of experience = 1 - Between three (3) to Five (5) years of experience = 2 	

Evaluation Criterion	Weight	Scoring Criteria	Score
		<ul style="list-style-type: none"> - Between Six (6) to Seven (7) years of experience = 3 - Between Eight (8) to Ten (10) years of experience = 4 - More than 10 years of experience = 5 	
<p>Completeness of Project Plan</p> <p>The service provider must provide a project plan that includes:</p> <ul style="list-style-type: none"> - Work breakdown structure - Milestones - Timing - Resources - Project risks management - Quality control management 	20	<ul style="list-style-type: none"> - Project plan covers less than 6 requirements or no project plan provided= 1 - Project plan covers all 6 requirements= 5 	
<p>Deliverable Requirements: C1 to C5 (Annexure C, Section 1)</p> <p>Based on the total number of deliverable requirements met across sections C1 through C5.</p>	25	<ul style="list-style-type: none"> - 33-36 requirements met = 5 - 30-32 requirements met = 4 - 26-29 requirements met = 3 - 23-25 requirements met = 2 - Less than 23 met = 1 	

Evaluation Criterion	Weight	Scoring Criteria	Score
<p>Methodology Requirements: C6 to C10 (Annexure C, Section 2)</p> <p>Based on the total number of methodology requirements met across sections C6 through C10.</p>	25	<ul style="list-style-type: none"> - 21-22 requirements met = 5 - 18-20 requirements met = 4 - 15-17 requirements met = 3 - 12-14 requirements met = 2 Less than 12 met = 1 	
Total	100		

Only service providers who meet the cut-off score of **80 points** out of 100 points will be considered for live Presentation

ANNEXURE C: FUNCTIONALITY REQUIREMENTS
DELIVERABLE AND METHODOLOGY REQUIREMENTS

(to be completed by the service provider)

This annexure sets out the requirements that the service provider needs to demonstrate compliance with. The annexure is divided into two sections. **Section 1 covers the deliverable requirements:** the specific outputs that the service provider is expected to produce. **Section 2 covers the methodology requirements:** the processes and approaches that the service provider is expected to apply with. The service provider must complete both sections.

SECTION 1: DELIVERABLE REQUIREMENTS

For each requirement below, indicate whether the service provider's proposal complies. Use the Notes column to explain how compliance will be achieved.

C1. Current State Assessment Deliverables

Does the service provider's proposed solution demonstrate that the following will be undertaken as part of the current state assessment when developing the strategy?	Yes	No	Notes
A review and documentation of the current ICASA IT infrastructure, covering systems, servers, networking, storage, and end-user devices.			
A review of existing IT policies, standards, and procedures currently in use within the IT division. Review of all audit findings from both AG and Internal Audit.			
An assessment of current IT capabilities and an IT maturity level rating using a recognised framework (e.g. COBIT or equivalent).			
A gap analysis between the current IT state and the future state that is required to support the ICASA 5-year strategic plan.			
An assessment of the key IT risks in the current environment. Refer to the risk register.			

Does the service provider's proposed solution demonstrate that the following will be undertaken as part of the current state assessment when developing the strategy?	Yes	No	Notes
A review of the 2022/23 IT environment assessment findings and an assessment of progress made since that assessment.			
An evaluation of the strengths, weaknesses, and gaps in the 2024/25 draft IT strategy.			
Total Score	7	7	

C2. Stakeholder Engagement Deliverables

Does the service provider's proposed solution demonstrate the following in respect of stakeholder engagement?	Yes	No	Notes
A structured stakeholder engagement plan that identifies all relevant ICASA stakeholders by division and role.			
Prepared templates for all stakeholder inputs and feedback that will be received during the engagement process.			
An example summary report of key themes, strategic priorities, and insights that may emerged from the facilitation session.			

Does the service provider's proposed solution demonstrate the following in respect of stakeholder engagement?	Yes	No	Notes
Confirmation that the facilitation session will cover all individuals/divisions that will be identified as key IT stakeholders.			
Templates of material or tools that the service provider has prepared for distribution for facilitation before or during the onsite session.			
An example post-session stakeholder engagement report that will be submitted within five (5) working days of the session.			
Total Score	6	6	

C3. IT Strategy Document Deliverables

Does the service provider's proposed solution confirm that the IT strategy document will include the following?	Yes	No	Notes
An executive summary of the IT strategy (maximum two (2) pages).			
A clearly articulated IT vision and mission for the IT division.			
Demonstration of alignment between the IT strategy and the approved ICASA 5-year strategic plan.			
Clear articulation of key digital modernisation programmes that ICASA ought to pursue.			

Does the service provider's proposed solution confirm that the IT strategy document will include the following?	Yes	No	Notes
Integration of artificial intelligence (AI) considerations within the strategy.			
Inclusion of operational technology (OT) requirements and the IT/OT convergence context.			
A governance model for IT strategy management and performance monitoring.			
Key milestones for monitoring strategy achievement across each year.			
The strategy is submitted in both Microsoft Word and pdf format with editable graphics.			
The strategy document should be approximately 60 pages (excluding annexures).			
Total Score	10	10	

C4. 5-Year Implementation Plan Deliverables

Does the service provider's proposed solution confirm that the 5-year implementation plan will include the following?	Yes	No	Notes
A year-by-year implementation roadmap that covers years 1 through 5.			
Estimated costs for each year of the implementation plan, expressed in South African rand.			
Key initiatives and projects identified for each year.			
Resource requirements (human and financial) identified for each year.			
Key risks and proposed mitigating actions identified for each year.			
Key milestones identified for each year.			
The implementation plan is presented in a format that is suitable for use in ICASA's annual budget planning process.			
Cost estimates are referenced to current south African market benchmarks.			
Total Score	8	8	

C5. Project Management and Reporting Deliverables

Does the service provider's proposed solution confirm the inclusion of the following project management and reporting deliverables?	Yes	No	Notes
A project inception report submitted within two (2) weeks of project commencement.			
Monthly progress reports submitted to the ICASA project owner.			
A final presentation of the completed IT strategy and 5-year implementation plan to the relevant ICASA stakeholders.			
A project closure report submitted at the end of the engagement.			
All deliverables submitted within the agreed timeframes in the project plan.			
Total Score	5	5	

SECTION 2: METHODOLOGY REQUIREMENTS

For each requirement below, indicate whether the service provider's proposed methodology includes the stated element. Use the Notes column to reference the relevant section of the methodology document.

C6. Discovery and Assessment Methodology

Does the service provider's proposed methodology include the following for the discovery and assessment phase?	Yes	No	Notes
The methodology includes a structured process for reviewing all existing ICASA IT documentation.			
The methodology specifies the framework or tool to be used for the current state and IT maturity assessment.			
The methodology includes a process for validating assessment findings with ICASA before progressing to the strategy drafting phase.			
The methodology identifies the specific ICASA IT environment components that will be reviewed.			
Total Score	4	4	

C7. Stakeholder Engagement Methodology

Does the service provider's proposed methodology include the following for the stakeholder engagement phase?	Yes	No	Notes
The methodology includes a structured approach for identifying and prioritising the relevant ICASA stakeholders.			
The methodology specifies the facilitation approach and tools to be used for the onsite strategy session.			
The methodology includes pre-session preparation activities, including stakeholder briefing and material preparation.			
The methodology includes a process for capturing and validating stakeholder inputs during and after the session.			
The methodology includes a post-session synthesis process that will translate stakeholder inputs into strategic priorities.			
Total Score	5	5	

C8. Strategy Development Methodology

Does the service provider's proposed methodology include the following for the strategy development phase?	Yes	No	Notes
The methodology specifies the strategic framework to be used for IT strategy development (e.g. TOGAF, balanced scorecard, or equivalent).			
The methodology includes a structured process for aligning the IT strategy with the ICASA 5-year strategic plan.			
The methodology includes a specific process for incorporating emerging technologies, including AI and OT.			
The methodology includes a quality review and validation process involving ICASA before the strategy is finalised.			
The methodology includes at least three (3) formal review cycle with ICASA before the final strategy is submitted.			
Total Score	5	5	

C9. Implementation Planning Methodology

Does the service provider's proposed methodology include the following for the implementation planning phase?	Yes	No	Notes
The methodology includes a structured process for developing the year-by-year implementation roadmap.			
The methodology specifies the costing approach to be used for the 5-year implementation plan.			
The methodology includes a process for identifying and prioritising initiatives across the five (5) years.			
The methodology includes a risk identification and mitigation planning process for the implementation plan.			
Total Score	4	4	

C10. Quality Assurance Methodology

Does the service provider's proposed methodology include the following quality assurance elements?	Yes	No	Notes
The methodology includes a quality assurance process for all deliverables before they are submitted to ICASA.			
The methodology specifies review checkpoints before the submission of each major deliverable.			
The methodology includes a process for receiving, consolidating, and addressing ICASA's review comments.			
The methodology includes a process for obtaining formal sign-off on each key deliverable from the ICASA project owner.			
Total Score	4	4	

PHASE 4: PRESENTATIONS AND DEMONSTRATIONS EVALUATION

This section assigns scores based on the information gathered from the live demonstration.

Presentation Scenario / Demonstration Point	Evaluation Question	Points
1. Understanding of ICASA’s Strategic Context		
Demonstrate knowledge of ICASA’s regulatory mandate and how IT must support it.	Does the service provider show a clear understanding of ICASA's unique regulatory context and the demands it places on IT?	1
Present their understanding of the ICASA 5-year strategic plan and its IT implications.	Can the service provider articulate the specific IT enablement requirements that flow from the ICASA strategy?	1
2. Current state assessment approach		
Demonstrate the framework they will use to assess the current IT maturity level.	Is the chosen framework credible and appropriate for a regulatory public-sector environment?	1

Presentation Scenario / Demonstration Point	Evaluation Question	Points
Show how they will identify and document the current IT landscape.	Does the approach give ICASA confidence that all critical components will be covered?	1
3. Stakeholder facilitation approach		
Demonstrate their facilitation methodology for the onsite strategy session.	Does the facilitation approach ensure genuine stakeholder input rather than a presentation-only format?	1
Show how stakeholder inputs will be synthesised into strategic priorities.	Is there a credible process for translating facilitation outputs into the strategy document?	1
4. It strategy structure and quality		
Present the proposed structure of the final IT strategy document.	Is the proposed structure logical, comprehensive, and appropriate for a regulatory organisation?	1
Show how the strategy will address AI and OT integration.	Does the approach go beyond generic technology trends and address ICASA's specific context?	1

Presentation Scenario / Demonstration Point	Evaluation Question	Points
5. 5-year implementation plan approach		
Demonstrate the costing methodology for the 5-year implementation plan.	Is the costing approach realistic, transparent, and suitable for budget planning purposes?	1
Show how risks will be identified and mitigated within the implementation plan.	Does the risk management approach reflect an understanding of public-sector procurement and delivery constraints?	1
Total		10

A total of 10 points is allocated for live demonstration. Only bidders who pass the cut-off of more than 8 /10 points in Phase 4 will be evaluated further for price and preferential points.

PHASE 4: PRICE AND BBBEE EVALUATION

Bidders who comply with the requirements of this bid will be evaluated according to the preference point scoring system as determined in the Preferential Procurement Regulations, 2022 pertaining to the Preferential Procurement Policy Framework Act, Act No 5 of 2000.

No	Category	Weight
A.	Price	80
B.	Specific goals	20
	TOTAL	100