TERMS OF REFERENCE

RE-ADVERT SCM74/ICT/INFRASTRUCTURE/REVAMP/2026

APPOINTMENT OF A HIGHLY EXPERIENCED ICT SERVICE PROVIDER / ICT CONSULTANT WITH A TRACK RECORD

1. BACKGROUND

The Performing Arts Centre of the Free State (PACOFS) invites suitably qualified and experienced service providers with a footprint in Mangaung to submit quotations for appointment as a Highly Experienced Service Provider/ICT consultant to advise on the institution's critical ICT Infrastructure Revamp Project (infrastructure, network and cybersecurity).

The appointed ICT Service Provider will be required to assist ICT Management in benchmarking the current environment against relevant governance standards and best-practice frameworks (ISO standards, Cybersecurity, POPIA and other applicable data protection legislation and to give recommendations to PACOFS Management to make internal decisions.

NB: Independence and vendor neutrality: a service provider is “involved” in this project if it, or any of its directors, members, subsidiaries, affiliates or subcontractors, is appointed under this RFQ or supplies a member of the project team. Involved parties may not bid for, or take part in, the implementation phase. The appointed service provider must give vendor-neutral advice and must declare in writing, before appointment, any reseller, partner, distributor or other commercial relationship with a product or service supplier that could influence its recommendations.

2. SCOPE OF WORK

The chosen ICT Consultant will be needed to play an advisory role on the following projects, at minimum and the bidders must base their pricing and work plan on the environment baseline in Annexure C.

2.1 IT Infrastructure Assessment and Recommendations

- Check the ICT Asset Register against the physical servers, storage and network equipment, and record the age, warranty and support status of each item;
- Assess the server room (power, UPS, cooling, fire protection, physical access control and cabling) against industry practice;

- Assess the current Disaster Recovery / Business Continuity Plan, including backups, recovery time and recovery point objectives, and whether recovery has been tested;
- Carry out a risk-based security assessment of Microsoft 365 (user access, multi-factor authentication, email security, file sharing, retention and backup), using Microsoft Secure Score and the system's own security reports; and
- Make a recommendation for each finding, ranked by risk.

2.2 Network Assessment and Recommendations

- Assess the current network (LAN, WAN and Wi-Fi), including its design, segmentation, switches, routers, firewalls and wireless access points;
- Record the condition, capacity, age and support status of the network equipment, and identify single points of failure;
- Assess the current network monitoring tools, identify gaps and recommend monitoring and alerting that suits PACOFS;
- Assess what is needed to install fibre from the main street to the building, so that PACOFS can make an internal decision;
- Audit the network points and cabling, including telephone points and infrastructure, and record how many there are and what condition they are in; and
- Make a recommendation for each finding, ranked by risk.

2.3 Cybersecurity Assessment and Vulnerability Detection and Recommendations

- Carry out a risk-based vulnerability assessment of the network, servers, endpoints and systems. Scanning must be non-intrusive and needs PACOFS's written authorisation;
- Rate each vulnerability by likelihood and impact (critical / high / medium/low);
- Review the ICT security policies and procedures against ISO/IEC 27001 Standards, POPIA and other applicable legislation, and identify security policies that are missing or out of date;
- Carry out a risk-based gap analysis of the current security controls (firewall, anti-malware, backup, access control, patch management) against best practice; and
- Recommend a remediation action for each finding, with its priority, indicative cost and timeline.

2.4 Consolidated Findings Report

- A consolidated findings report on infrastructure, network and cybersecurity, with each finding rated critical / high / medium / low according to risk;
- A recommendation for every finding, ranked by risk, with an indicative cost and implementation timeline;
- A remediation roadmap (short, medium and long term) that PACOFS can use for planning and budgeting;
- An executive summary for presentation to PACOFS's management; and
- All recommendations are advisory. PACOFS makes the final decision on implementation.

3. KEY DELIVERABLES

No.	Deliverable
1	Inception report and detailed project mobilisation plan
2	Consolidated Findings Report, Remediation Roadmap and Executive Summary

No.	Deliverable
3	Verification Oversight on the project Implementation
4	Project close-out report

4. MINIMUM REQUIREMENTS FOR BIDDERS

- Registered and active on the Central Supplier Database (CSD);
- A minimum of ten (10) years' demonstrable company experience delivering ICT infrastructure projects of comparable scope (networking, cybersecurity, data centre/fibre infrastructure). The company must have experience in each of the following skills:
  - ICT Asset Management and Verification: 10 years' experience verifying ICT asset registers and managing asset lifecycles;
  - Server Room / Data Centre Infrastructure Assessment: 10 years' experience assessing servers and server rooms;
  - Disaster Recovery and Business Continuity: 10 years' experience assessing and developing disaster recovery and business continuity plans;
  - O365 Security Analysis: 5 years' experience in risk-based security analysis of Office 365 / Microsoft 365;
  - Network Infrastructure Assessment: 10 years' experience assessing LAN, WAN and Wi-Fi networks;
  - Network Architecture: 10 years' experience designing and implementing networks;
  - Network Monitoring: 10 years' experience implementing and assessing network monitoring tools;
  - Fibre and Structured Cabling: 10 years' experience installing fibre and structured cabling, including telephone infrastructure;
  - Information Security Vulnerability Assessment: 10 years' experience in risk-based vulnerability assessments of networks and systems;
  - Information Security Gap Assessment: 10 years' experience in risk-based information security and technology gap assessments;
  - Information Security Governance (Policies and Procedures): 10 years' IT governance and policy development experience;
  - ICT Risk Assessment and Reporting: 10 years' experience in risk-based ICT assessments, including findings reports and recommendations;
  - ICT Project Management: 10 years' experience managing ICT infrastructure projects and overseeing implementation.
- The company profile must show this experience, supported by reference letters from clients.

5. PRICING SCHEDULE (ANNEXURE A)

Bidders must complete the table below. All prices must be quoted in South African Rand (ZAR), VAT exclusive and VAT inclusive, and must be all-inclusive of travel, tools/licensing and disbursements unless otherwise stated.

Item / Deliverable	Unit	Qty	Unit Price	Total
Infrastructure Assessment and Recommendations				
Network Assessment and Recommendations				
After assessing the environment, Advice on the type of scanning to be used for systems and network				
A consolidated findings report and remediation roadmap				
Executive Presentation				
Other / Disbursements (specify)				
Subtotal (excl. VAT)				
VAT				
Total (incl. VAT)				

6. EVALUATION CRITERIA

Phase 1: Compulsory Documents

- Proof of registration with the Central Supplier Database (CSD);
- Completed and signed SBD forms (SBD 4 and SBD 6.1);
- A detailed company profile, clearly stipulating the relevant experience, knowledge and directorships of the company; and
- Valid B-BBEE certification or affidavit to claim specific goals in terms of SBD 6.1 *(non-submission will not disqualify the quotation).*

NB: Failure to submit the above-mentioned documents will lead to disqualification.

Phase 2: Evaluation Criteria (Functionality)

Bids will be evaluated on compliance and functionality. Bidders that score a minimum total of 70 points for the functionality evaluation will be evaluated using the 80/20 system in terms of Regulation 4(1) of the Preferential Procurement Regulations (PPR), 2022, where a maximum of 80 points is allocated for price and a maximum of 20 points is allocated for PACOFS's specific goals.

Criterion	Description	Points
B1: Company Experience of Project Team	10 years of relevant experience and track record on comparable ICT infrastructure/cybersecurity assessments and 5 years' experience in risk-based security analysis of Office 365 / Microsoft 365. Provide reference letters from previous clients for the provision of infrastructure/cybersecurity assessments. The reference letter(s) should be on the letterhead of the serviced client and should reflect at least the client's name, a full description of the service rendered, and a contact person with contact details. Letters must be authorised.	**30**

Criterion	Description	Points
	5 points awarded for each valid and authorised reference letter (maximum 30 points).	
B2: Methodology and Project Understanding	All bidders are required to submit a detailed methodology covering the project objectives, scope of work and deliverables, with a detailed explanation of how supervision of the work will be carried out, and the tools and resources to be used for the entire project life cycle. The methodology must demonstrate the relevance and suitability of the tools and processes used to ensure quality control and assurance in all phases of the project. The methodology must demonstrate project understanding through the following five (5) components: • Project objectives. • Scope of work and deliverables. • A detailed explanation of how supervision of the work will be carried out. • Tools and resources to be used for the entire project life cycle. • Relevance and suitability of tools and processes to ensure quality control and assurance in all phases of the project. **Scoring:** • Method statement inclusive of all 5 components = 25 points • Method statement inclusive of 4 components = 20 points • Method statement inclusive of 3 components = 15 points • Method statement inclusive of 2 components = 10 points • Method statement inclusive of 1 component = 5 point • No submission = 0 points *The evaluator must be able to identify the 5 components that guide understanding of the project.*	**25**
B3: Experience and Certificates	Certificates of the members who will form part of the team, if appointed. Certified copies of certificates must be provided. **Proposed project team – minimum requirements per role:** **ICT Project Manager / Lead Consultant** • Minimum 10 years' Project management experience • Minimum 10 years' ICT Project experience • Minimum 10 years' ICT infrastructure assessment experience • Resume (CV) • Relevant Certified certifications **Cybersecurity Team Member** • Recognised cybersecurity certification(s), where applicable • Minimum 10 years' Cybersecurity or Vulnerability Scanning assessment experience • Relevant Certified Certificates **ICT Network and Infrastructure Team Member** • Minimum 10 years' ICT Infrastructure experience • 10 years' experience installing fibre and structured cabling, including telephone infrastructure • Resume (CV) • Relevant Professional Certified Certificates **ICT Governance / Risk Specialist** • 10 years' experience in risk-based ICT assessments	**25**

Criterion	Description	Points
	• 10 years' IT governance and policy development experience • Resume (CV) • Relevant Professional Certified Certificates Scoring: the 25 points are allocated across the six roles as follows: ICT Project Manager / Lead Consultant 10; Cybersecurity Team Member 5; ICT Network and Infrastructure Team Member 5; ICT Governance / Risk Specialist 5;	
B4: Work Plan	**Detailed programme of works and associated project costed plan.** For the programme and costed plan, the following five (5) components must be stated in writing and/or be visible on a programme and cash-flow spreadsheet: • Milestones. • Critical path. • Resource allocation. • Task dependency map. • Monthly project cash flow (which must be in line with the project cost and programme of works). *The bidder must clearly show all five components in the submission (a Microsoft Project visual illustration alone is not sufficient).* **Scoring:** • Work plan inclusive of all 5 components = 5 points • Work plan inclusive of 4 components = 4 points • Work plan inclusive of 3 components = 3 points • Work plan inclusive of 2 components = 2 points • Work plan inclusive of 1 component = 1 point • No work plan / cash flow submitted = 0 points	**20**
TOTAL	**Bidders must score a minimum of 70 points to be considered for further evaluation.**	**100**

Phase 3: Price and Specific Goals

Bidders who meet the minimum functionality score of 70 points will proceed to Phase 3, where the maximum points for this RFQ are allocated as follows:

	Points
Price	80
Specific goals (as per SBD 6.1)	20
Total points for price and specific goals	**100**

7. TAX COMPLIANCE

Where the recommended bidder is non-tax compliant, the bidder will be given seven (7) days to rectify their tax status, failing which the bid will be disqualified.

In terms of National Treasury Instruction No. 4A of 2016/2017 regarding the Central Supplier Database (CSD), all bidders must register on the CSD, which will be used to verify the following information:

- Business registration, including details of directorship and membership;
- Bank account holder information;
- In the service of the State status;
- Tax compliance status;
- Identity number; and
- Tender default and restriction status.

8. TENDER DEFAULTERS AND RESTRICTED SUPPLIERS

No award shall be made to a bidder whose name (or the name of any of its members, directors, partners or trustees) appears on the National Treasury's Register of Tender Defaulters, or who has been placed on the National Treasury's List of Restricted Suppliers. PACOFS reserves the right to withdraw an award, or to cancel a contract concluded with a bidder, should it be established at any time that the bidder has been blacklisted by National Treasury or another government institution.

9. OUT CLAUSE

PACOFS reserves the right not to appoint any service provider. PACOFS does not bind itself to accept either the lowest price or any other bid, and reserves the right to accept the bid it deems to be in the best interest of the entity.

10. VALIDITY PERIOD

Quotations must remain valid for a period of 30 days from the closing date of 13 November 2026 (that is, until 13 December 2026).

11. SUBMISSION AND CLOSING DATE

11.1 Quotations must be submitted by email to quotation@pacofs.co.za not later than 13 November 2026 at 11:00. Hand-delivered documents will not be accepted.

11.2 The closing date is 13 November 2026.

Please note: *No late submissions will be considered.*

12. ENQUIRIES

For more information, please contact the SCM Department at quotation@pacofs.co.za or 051 447 7771 ext. 2234, 2301 and 2238

13. PERIOD

Contract Period: 1 Year service level agreement.

CLOSING DATE FOR SUBMISSION OF THE BID

WEDNESDAY, 11 NOVEMBER 2026 – 11:00

No late submissions will be considered.

ANNEXURE B: PROPOSED PROJECT TEAM – QUALIFICATIONS, CERTIFICATIONS AND EXPERIENCE (CRITERION B3)

In response to Criterion B3 (Qualification, Certification and Experience), the bidder proposes the following project team, in line with the minimum role requirements set out under Section 4 above. The bidder must insert the actual name of each proposed team member and attach certified copies of qualifications and certifications, together with a full CV, for every individual listed. Additional specialists may be proposed where required for the scope of work.

Note: Fields marked "[To be completed by bidder]" must be populated with the real name and CV reference of the individual being put forward. Do not submit this table with placeholder text.

Proposed Role	Name of Team Member	Minimum Requirements	Relevant Certified Certification(s)
ICT Project Manager / Lead Consultant		• Minimum 10 years' Project management experience • Minimum 10 years' ICT infrastructure assessment experience • Resume (CV)	Certified certifications
Cybersecurity Team Member		• Minimum 10 years' Cybersecurity or Vulnerability Scanning assessment experience	Cybersecurity certification(s),
ICT Network and Infrastructure Team Member		• Minimum 10 years' ICT Infrastructure experience • 10 years' experience installing fibre and structured cabling, including telephone infrastructure	Certified Certificates
ICT Governance / Risk Specialist		• 10 years' experience in risk-based ICT assessments • 10 years' IT governance and policy development experience	Certified Certificates

The bidder confirms that certified copies of certifications and full CVs for each team member above are attached as supporting documentation to this bid, in compliance with the requirements of Criterion B3 and Section 4 of this RFQ. Team members may not be substituted after appointment without PACOFS's prior written approval, and any replacement must meet the same minimum requirements.

ANNEXURE C: ENVIRONMENT BASELINE (TO BE COMPLETED BY PACOFS BEFORE ISSUE)

Bidders must base their pricing and work plan on the information below

No.	Item	Information (to be provided by PACOFS)
1	Number of sites/buildings in scope	One Building with 5 Floors and Artists Flats
2	Number of server rooms and comms rooms	One
3	Number of ICT staff and Number of Users	ICT Manager, ICT Specialist and 2 ICT Casuals (4) 72 Users
4	Number of servers (physical and virtual) and storage devices	4 Servers and 1 Terminal Server
5	Number of end-user devices (desktops, laptops,)	Desktops – 19 Laptop- 28
6	Network equipment (approx. number of switches, routers, firewalls and Wi-Fi access points)	16 Wi-Fi Access Points 1 Firewall 1 Router 8 Network Switches 8 Telephone Network Switches
7	Approximate number of network points (data and telephone)	80 Telephone Network Points 80 Network Points Data
8	Microsoft 365: number of licensed users and licence plan	72 License Used 100 License Planned
9	Fibre: approximate distance from the main street to the building, and any known permission or wayleave requirements	Fiber Not Yet Pulled inside the building; it will be part of the implementation Plan
10	Existing documentation available to the service provider (asset register, network diagrams, DR/BCP plan, ICT policies)	Appointed Service Provide will be provided, assets register, ICT Policies and DRP/BCP Plan
11	Site access and working-hour restrictions (for example performance and event schedule)	Arrangements will be done via ICT Manager Office for access control
12	PACOFS project contact person and approver of deliverables	Contact Person ICT Specialist/ ICT Manager and PACOFS Management for deliverables approver