



### REQUEST FOR PROPOSAL (RFP)

<b>RFP NUMBER</b>	SS/455/02/2026
<b>DATE ISSUED</b>	10/03/2026
<b>PROJECT NAME</b>	<b>PREFERRED SUPPLIER FOR EDUCATIONAL MATERIALS FOR SCIENCE ENGAGEMENT</b>
<b>CLOSING DATE AND TIME</b>	19/03/2026 at 12:00PM
<b>NAME OF PROPOSER/TENDERER</b>	
<b>CSD SUPPLIER NUMBER (MA NUMBER)</b>	
<b>TELEPHONE NUMBER</b>	
<b>FAX NUMBER</b>	
<b>EMAIL ADDRESS</b>	
<b>PHYSICAL ADDRESS</b>	
<b>B-BBEE STATUS LEVEL OF CONTRIBUTION</b>	
<b>FULL NAME OF BIDDER OR HIS OR HER REPRESENTATIVE</b>	
<b>IDENTITY NUMBER</b>	
<b>POSITION OCCUPIED IN THE COMPANY (DIRECTOR, TRUSTEE, SHAREHOLDER)</b>	
<b>COMPANY REGISTRATION NUMBER</b>	
<b>TAX REFERENCE NUMBER</b>	
<b>VAT REGISTRATION NUMBER</b>	
<b>QUOTE PRICE (INCL VAT)</b>	
<b>SIGNATURE</b>	

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**Full details of directors / trustees / members / shareholders.**

Full Name	Identity Number	Personal Tax Reference Number	State Employee Number / Persal Number

**A. BIDDER'S DISCLOSURE (SBD 4)**

**1. PURPOSE OF THE FORM**

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

**2. Bidder's declaration**

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest<sup>1</sup> in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees

<sup>1</sup> the power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.



/ shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....  
.....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

2.3.1 If so, furnish particulars:

.....  
.....

**3. SBD 4 DECLARATION**

I, the undersigned, (name) ..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect:

3.1 I have read, and I understand the contents of this disclosure;

3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;

3.3 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any

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competitor. However, communication between partners in a joint venture or consortium<sup>2</sup> will not be construed as collusive bidding.

- 3.4 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.5 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.6 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.7 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.  
I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....  
Signature

.....  
Date

.....  
Position

.....  
Name of bidder

<sup>2</sup> Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

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## B. REQUEST FOR PROPOSAL FOR PREFERRED SUPPLIER FOR EDUCATIONAL MATERIALS FOR SCIENCE ENGAGEMENT

### 1. BACKGROUND TO SANSA

The South African National Space Agency (SANSA) has a mandate, as outlined in the South African National Space Agency Act, 2008 (Act No 36 of 2008), to co-ordinate and integrate national space science and technology programmes and conduct long-term planning and implementation of space-related activities in South Africa, for the benefit of the citizens of South Africa

### 2. SCOPE OF WORK (TERMS OF REFERENCE)

SANSA requires a suitable service provider to supply and deliver educational materials for a period of **three years** as per the below specifications.

Interested suppliers are requested to bid based on the list below. This list has been compiled based on the Science Engagement Unit's general needs. However, this list will NOT necessarily be ordered in full as it will depend on the requirements at the time, it will only be used to evaluate the bids.

The supplier is required to deliver upon request on an **as and when required basis**. A purchase order will be issued with required quantities **as and when required**.

The following items and estimated quantities are needed for School Science practical activities, but not limited to:

Quantities and items may vary over the contract period.

Description	Quantity
Electronic Blocks Kit	20
Force board kit	25
Red Litmus Paper	30packs
Blue Litmus Paper	30packs
Worcester Circuit board kit	25
Insulated copper wire 0,355mm, 10m reel	10
Plasma Ball lamp	10



Iron metal fillings 100g	10packs
Electric motor 21mm diameter, miniature 1,5 – 4,5V(50pc per pack)	2packs
Zinc Plate for electrode	30
Glue gun mini gun	20
Glue gun sticks 20pc per pack	5packs
Plotting Compasses 25pc per pack	2 packs
Copper plate for electrode	30
LED : green, blue and red	100 per colour
Newton 2 <sup>nd</sup> law experiment set	10
Resistors: 150ohm, 270ohm, 470ohm, 350ohm	100 per size
Lab Coats (various sizes)	50
Lanyards and Name tags	500
Hard paper	1000
Play dough	150
Laminating pockets	3packs of 100
Sellotape	100
Microscope	20
Insulated copper wire	
Titration Stands	15
Newtons 2 <sup>nd</sup> Law experiment equipment	10
Solar goggles	50
Chemicals: <ul style="list-style-type: none"><li>• Hydrogen Peroxide (60V and 40V) (200ml)</li><li>• Potassium Pemanganate (500g)</li><li>• Ethanol (200ml)</li><li>• Acetone (200ml)</li></ul>	10 of each



- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Sodium Acetate (500g)</li><li>• Oxalic Acid (500g)</li></ul> |  |
|--|--|

**Please Note:**

- a) All materials supplied to be of good quality that can sustain constant use by young learners.**
- b) All materials to be delivered to SANSA in Hermanus in the Western Cape.**



## C. EVALUATION CRITERIA

SANSA promotes the concept of “best value” in the award of contracts, as opposed to merely looking for the cheapest price, which does not necessarily provide the best value. Best value incorporates the expertise, experience and technical proposal of the organisation and individuals who will be providing the service and the organisational capacity supporting the project team.

SANSA is committed to achieving Government's transformation objectives in terms of the Preferential Procurement Policy Framework Act.

The value of this bid is estimated not to exceed R1 million (all applicable taxes included) and therefore the **80/20** system shall be applicable.

**Please Note: the above amount (R1 million) is not the budgeted amount for this project, but it is the Treasury threshold for written price quotations.**

The procedure for the evaluation of responsive tenders is **price, functionality (quality) and preference** method. The evaluation of the bids will be conducted in the following two stages:

- Firstly, the assessment of quality will be done in terms of the evaluation criteria (Table 3) and the minimum threshold of 70 points explained below. A bid will be disqualified if it fails to meet the minimum threshold for functionality as per the bid invitation.
- Thereafter, only the qualifying bids are evaluated in terms of the 80/20 preference points systems, where the 80 points will be used for price and the 20 points will be awarded to a bidder for attaining the specific goals in accordance with the Table below.

### 1. Preference

Specific goals for this RFP and number of points are indicated as per table 1 below. Proof of the specific goals below must be attached and submitted with the bid document in order to qualify for the preference points (specific goals).

**Note to tenderers: The tenderer must indicate how they claim points for each preference point system.**

#### **Table 1: Specific Goals and points**



Equity Ownership	Proof of evidence	Percentage owned <sup>3</sup>	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
51% black owned	<ul style="list-style-type: none"> <li>• CSD Report,</li> <li>• CIPC registration,</li> <li>• I D Copies,</li> <li>• Share certificates/ register (if applicable)</li> <li>• BBBEE certificate/ BBBEE sworn affidavit</li> </ul>		10	
40% black women owned	<ul style="list-style-type: none"> <li>• CSD Report,</li> <li>• CIPC registration,</li> <li>• I D Copies,</li> <li>• Share certificates/ register (if applicable)</li> <li>• BBBEE certificate/ BBBEE sworn affidavit</li> </ul>		6	
51% owned by Black Designated Groups  Black Youth			4	
<b>Total Points (Specific Goals)</b>			<b>20</b>	

**Table 2: Details of equity ownership as per table 1**

Equity Ownership	Name of Persons	Type of actively involved in or type of control over enterprise/company
51% black owned		

<sup>3</sup> This percentage owned refers to percentage of ownership by persons who are actively involved in and exercise control over the enterprise / company (the bidder)

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40% black women owned		
51% owned by Black Designated Groups		
Black Youth		

**Table 3: Checklist for specific goals proof of evidence as per table 1**

**Note:** All proof of evidence must be submitted by the bidder to get points. Failure to submit all applicable proof of evidence documents will result in zero points.

Equity Ownership	Proof of evidence	Document submitted (Yes/No)
51% black owned	CSD Report	
	CIPC registration	
	I D Copies	
	Share certificates/ register (if applicable)	
	BBBEE certificate/ BBBEE sworn affidavit	
40% black women owned	CSD Report	
	CIPC registration	
	I D Copies	
	Share certificates/ register (if applicable)	
	BBBEE certificate/ BBBEE sworn affidavit	
51% owned by Black Designated Groups		
Black Youth		



## 2. Eligibility Criteria

To be eligible for the functionality, price and preferencing evaluation, the bidder must submit the following as per table 2 below.

If there is **“No”** on the Table 2 below, the bidder who didn't submit the required document (s) with their bid will be requested in writing to submit them within three (3) working days for inclusion in the Bid Evaluation Committee item, if a bidder fails to submit on the 3<sup>rd</sup> working day, the relevant bid will be rejected.

**Table 4: Eligibility Criteria**

Criteria	Attached (Yes/No)	Comments
CSD Registration Summary Report with a compliant tax status		



### 3. Quality/Functionality:

Scores will be tabulated to 100 points. Respondents must score **70 points** and over to be assessed on their financial offer (Price) and preference (specific goals) score.

The allocation of points for the evaluation of quality/functionality is set out in Table 3 below:

**Table 5: Quality/Functionality Criteria**

Criteria	Maximum Points
Supplier experience in supply of educational materials	25
Trade References	15
Delivery times	15
Items supplied according to list	45
<b>Total evaluation points for quality</b>	<b>100</b>

#### **Evaluation criteria 1: Supplier experience in science educational materials**

**Description:** Company profile outlining the company's experience in the industry and notable projects and contracts undertaken in relation to the scope of work.

Criteria	Maximum Points
<b>Poor (Score= 0)</b>	Supplier has less than 12 months applicable experience in educational material distribution
<b>Satisfactory (Score= 10)</b>	Supplier has 1 - 10 years' applicable experience in educational material distribution
<b>Good (Score= 25)</b>	Supplier has over 10 years' applicable experience in educational material distribution



**Evaluation criteria 2: Contactable reference**

**Description:** The supplier must provide at least three (3) contactable references of a similar nature that will be contacted by SANSAS.

Criteria	Maximum Points
<b>Poor (Score= 0)</b>	No customer references have been provided or have provided references which are not applicable to scope of work. Either of the two would result in a score of 0.
<b>Satisfactory (Score= 10)</b>	The supplier submitted one or two customer references applicable to the scope of work
<b>Good (Score=15)</b>	The supplier submitted three (3) or more customer references applicable to the scope of work

Please complete this table with the details of contactable references

Company Name	Description of goods or service	Contact Person and details	Amount

**Evaluation criteria 3: Delivery times**

**Description:** Suppliers should describe the typical delivery times for their in-stock products (either separately or as part of the quotation)

Criteria	Maximum Points
<b>Poor (Score= 0)</b>	Delivery is typically 10 or more working days from receipt of order

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<b>Satisfactory (Score= 10)</b>	Delivery is typically more than 5 but less than 10 working days from receipt of order
<b>Good (Score= 15)</b>	Delivery is typically within 5 working days from receipt of order

**Evaluation criteria 4: Items supplied according to list.**

- Supplier must indicate ability to deliver the items as per scope of work, in table below.
- Supplier should ensure that any replacement items match the function and quality of the original, specified item.

Score	Description
<b>0</b>	<ul style="list-style-type: none"> <li>• Supplier has bid on less than 90% of the list.</li> <li>• Goods supplied do not meet the specifications.</li> </ul> <p>(Anyone or combination of the above criteria will result in a score of <b>ZERO</b>)</p>
<b>30</b>	Supplier has bid on 90% or more of the items. Goods supplied meet the specifications.
<b>45</b>	Supplier has bid on all the items in the list. Goods supplied meet the specifications.

**Please indicate ability to provide the item by inserting Yes or No in the third column.**

Description	Quantity	Yes or No
Electronic Blocks Kit	20	
Force board kit	25	
Red Litmus Paper	30packs	
Blue Litmus Paper	30packs	

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Worcester Circuit board kit	25	
Insulated copper wire 0,355mm, 10m reel	10	
Plasma Ball lamp	10	
Iron metal fillings 100g	10packs	
Electric motor 21mm diameter, miniature 1,5 – 4,5V(50pc per pack)	2packs	
Zinc Plate for electrode	30	
Glue gun mini gun	20	
Glue gun sticks 20pc per pack	5packs	
Plotting Compasses 25pc per pack	2 packs	
Copper plate for electrode	30	
LED : green, blue and red	100 per colour	
Newton 2 <sup>nd</sup> law experiment set	10	
Resistors: 150ohm, 270ohm, 470ohm, 350ohm	100 per size	
Lab Coats (various sizes)	50	
Lanyards and Name tags	500	
Hard paper	1000	
Play dough	150	
Laminating pockets	3packs of 100	
Sellotape	100	
Microscope	20	
Titration Stands	15	
Newtons 2 <sup>nd</sup> Law experiment equipment	10	
Solar goggles	50	

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Chemicals:	10 of each	
<ul style="list-style-type: none"><li>• Hydrogen Peroxide (60V and 40V) (200ml)</li><li>• Potassium Pemanganate (500g)</li><li>• Ethanol (200ml)</li><li>• Acetone (200ml)</li><li>• Sodium Acetate (500g)</li><li>• Oxalic Acid (500g)</li></ul>		



## D. PRICING SCHEDULE

### Pricing Instructions

1. The Bidder must price all items;
2. Rates are to include all costs with no unspecified cost to allow for a fair evaluation.
3. Payment will be made based on the deliverables (proven progress) for the services rendered/goods received.
4. Payment will only be made on the basis of invoices provided.
5. Offer to be valid for 30 days from the bid closing date.
6. Schedule below will be used for evaluation purposes only.
7. Delivery to Hermanus should be included
8. SANSAS reserves the right to obtain comparative pricing from other suppliers, to ensure that the appointed bidder provide SANSAS with the most competitive price for the duration of the contract

Description	Quantity	Amount( incl Vat)
Electronic Blocks Kit	1	
Force board kit	1	
Red Litmus Paper	1pack	
Blue Litmus Paper	1pack	
Worcester Circuit board kit	1	
Insulated copper wire 0,355mm reel, 10m	10	
Plasma Ball lamp	1	
Electric motor 21mm diameter, miniature 1,5 – 4,5V	1pack	
Zinc Plate for electrode	1	
Glue gun mini gun	1	
Glue gun sticks	1pack	
Plotting Compasses	1pack	
Copper plate for electrode	1	

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Newton 2 <sup>nd</sup> law experiment set	1	
Lab Coats Size M (White)	1	
Lanyards and Name tags	100	
Hard paper	Pack of 100	
Play dough	10	
Laminating pockets	Pack of 100	
Sellotape	Pack of 10	
Microscope	1	
Titration Stands	1	
Solar goggles	10	
Chemicals: <ul style="list-style-type: none"> <li>• Hydrogen Peroxide (60V and 40V) (200ml)</li> <li>• Potassium Pemanganate (500g)</li> <li>• Ethanol (200ml)</li> <li>• Acetone (200ml)</li> <li>• Sodium Acetate (500g)</li> <li>• Oxalic Acid (500g)</li> </ul>	10 of each	
Delivery to Hermanus (if applicable)		
<b>TOTAL CONTRACT AMOUNT (INCLUDING VAT)</b>		
Supplier mark up	%	

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## E. SPECIAL CONDITIONS

- a) Quotations to be returned to B Mdozana :[bmdodana@sansa.org.za](mailto:bmdodana@sansa.org.za)
- b) Contract will not be awarded unless supplier is registered on the Central Supplier Database (CSD). A supplier registration summary with a compliance tax status must be submitted with the proposal. Potential suppliers should contact SANSA should they require assistance in registering on the CSD) before the closing date of the bid.
- c) The offices of SANSA are situated at the following address:

SANSA Hermanus  
Hospital Street  
Hermanus  
7200

## F. TIMELINES

The successful service provider must be in the position to provide the goods/service as per agreed time frames after the purchase order has been issued by SANSA.

## G. SUPPORTING DOCUMENTATION AND MINIMUM CRITERIA

In order to demonstrate their capacity and score points with respect to the criteria, tenderers should provide the following supporting documentation.

- a. Proof of specific goals must be submitted in order to qualify for preference points (specific goals).
- b. Quotation must reflect a cost breakdown, where applicable, prices quoted must be inclusive of VAT.
- c. All pages of quotation must be signed by the authorised person.
- d. SANSA has the right to withdraw any quotation at any time within the validity of the quotation.
- e. SANSA reserves the right to invite bidders to present their bid proposals for final decision or visit the bidders' premises or contact the references as part of the evaluation process.

## H. DECLARATION

The undersigned, who warrants that he / she is duly authorized to do so on behalf of the enterprise:

- I. confirms that neither the name of the enterprise or the name of any partner, manager, director or other person, who wholly or partly exercises, or may exercise, control over the enterprise appears on the Register of Tender Defaulters established in terms of the Prevention and Combating of Corrupt Activities Act of 2004.
- II. confirms that no partner, member, director or other person, who wholly or partly exercises, or may exercise, control over the enterprise appears, has within the last five years been convicted of fraud or corruption.

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- III. confirms that I / we are not associated, linked or involved with any other tendering entities submitting tender offers and have no other relationship with any of the tenderers or those responsible for compiling the scope of work that could cause or be interpreted as a conflict of interest.
- IV. confirms that the contents of this questionnaire/forms (SBD 4) are within my personal knowledge and are to the best of my belief both true and correct.
- V. accept that, in addition to cancellation of a contract, action may be taken against me should the Declaration prove to be false.
- VI. SANSAS reserves the right to review the rendering of the Goods and Services under this agreement on intervals agreed upon and may terminate the services of the bidder for non-performance and replace same with the next highest scoring bidder in agreement with said bidder.
- VII. confirms that the percentage owned (table 1) refers to percentage of ownership by persons who are actively involved in and exercise control over the enterprise / company the bidder and that there is no fronting. Please note that fronting is a criminal offence under the Broad-Based Black Economic Empowerment (B-BBEE) Act. Individuals and companies involved in fronting practices can face severe penalties, including fines and imprisonment.
- VIII. confirms that the bidder has read the General Conditions of Contract (GCC) and agree with the conditions. The GCC can be found on <http://www.treasury.gov.za/divisions/ocpo/sc/generalconditions/> ).

Signed	_____	Date	_____
Name	_____	Position	_____
Enterprise name	_____		

<p><b>BID CONDITIONS</b></p> <p><b>1. Disqualification</b> Please note that if a bid document is not filled in correctly or completely, or complied with the specification, or is delivered/send after the bid closing date and time, or the supplier is not registered on the CSD or supplier has a non-compliant tax status, then unfortunately that bidder will be disqualified. Please return this document with the required supporting documents.</p> <p><b>2. Bid Document Submission</b></p>
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Emailed tender documents will be accepted. However, the onus is on the tenderer to ensure that complete email documents have been received by the SANSAS by the due date and time. Please note that any alterations to the tender document other than filling in the tenderer's details and tender price will automatically disqualify the tenderer.

## COMPLIANCE WITH PROTECTION OF PERSONAL INFORMATION ACT, 2013 (ACT NO. 4 OF 2013) ("POPIA")

1. The Constitution guarantees citizens the right to privacy, including the right not to have the privacy of their communications infringed.
2. POPIA aims to promote the protection of privacy through the application of its guiding principles for the processing of personal information in a context-sensitive manner.

### Committed to your Privacy

3. SANSAS fully comprehends that your personal and company information is valuable to you; your privacy is just important to SANSAS. SANSAS commits to safeguarding and lawfully processing your personal information.

### Purpose for Processing your Personal Information

4. SANSAS collects, holds, uses and discloses your personal information mainly to provide you with access to its services. SANSAS will only process your personal information for a purpose you would reasonably expect, including:

- Complying with any legal and regulatory requirements such as contract agreements, etc.
- Confirming, verifying and updating your details.
- Invoicing or paying you to ensure payment and tax compliance.

5. SANSAS may collect your personal information which may include your first name and last name, company name and its registration number, identity numbers, email address, physical or postal address, other contact information, banking details, etc.

### Consent to Disclose and Share your Personal Information

6. SANSAS may need to share your personal information, with third parties, to provide advice, and/or services. Where SANSAS shares your personal information, it will take all reasonable precautions to ensure that the third party will treat your personal information with the same level of protection as required by SANSAS.

### Request and Access to your Personal Information

7. Should you require further information on this or have any concerns about how your personal information is processed or used, you can contact SANSAS on [popi\\_paia@sansa.org.za](mailto:popi_paia@sansa.org.za). **(PLEASE NOTE:** This email address is restricted to POPI and PAIA-related enquiries, not general enquiries about bids and tenders. Enquiries about bid and tenders should be sent to [bmdodana@sansa.org.za](mailto:bmdodana@sansa.org.za).

8. You can request access to the personal information SANSAS has on you at any time. If you think that SANSAS has outdated information, you may request to update or correct it. You can also opt-out and request the removal of your personal information at any time. If there are any lawful reasons for requiring SANSAS to retain any information, SANSAS will advise so.



9. **PLEASE TAKE NOTE** that your personal information is securely hosted on infrastructure / system managed by SANSA. SANSA assures you that your information will not be shared for any marketing or promotional purposes without your consent.

10. SANSA will continue to manage, monitor, refine and develop policies, processes and systems. This will ensure that SANSA takes every practical and reasonable step(s) to ensure data protection, is in line with POPIA.

**END**