

REQUEST FOR QUOTATION (RFQ)

RFQ NUMBER	RFQ CO/358/02/2025
DATE ISSUED	27 February 2025
PROJECT NAME	Developing a business case for the SANSA Growth and Investment Strategy
CLOSING DATE AND TIME	10 March 2025 at 16:00
NAME OF PROPOSER/TENDERER	
CSD SUPPLIER NUMBER (MA NUMBER)	
TELEPHONE NUMBER	
FAX NUMBER	
EMAIL ADDRESS	
PHYSICAL ADDRESS	
B-BBEE STATUS LEVEL OF CONTRIBUTION	
FULL NAME OF BIDDER OR HIS OR HER REPRESENTATIVE	
IDENTITY NUMBER	
POSITION OCCUPIED IN THE COMPANY (DIRECTOR, TRUSTEE, SHAREHOLDER)	
COMPANY REGISTRATION NUMBER	
TAX REFERENCE NUMBER	
VAT REGISTRATION NUMBER	
QUOTE PRICE (INCL VAT)	
SIGNATURE	

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 interest¹ 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 / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution
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¹ 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.

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 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 competitor. However, communication between partners in a joint venture or consortium² 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.

2 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.

- 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

B. REQUEST FOR PROPOSAL TO DEVELOP A BUSINESS CASE FOR THE SANSA GROWTH AND INVESTMENT STRATEGY.

The South African National Space Agency (SANSA) requires a service provider to develop a business case for the SANSA Growth and Investment Strategy for a period of 3 months.

1. BACKGROUND TO SANSA

The South African National Space Agency (SANSA) is a Schedule 3A Public Entity that formally came into existence on 03 December 2010 in terms of the Public Finance Management Act (No.1 of 1999 as amended by Act 29 of 1999). According to the South African National Space Agency Act (Act 36 of 2008) the entity was established to:

"...provide for the promotion and use of space and co-operation in space-related activities, foster research in space science, advance scientific engineering through human capital and support the creation of an environment conducive to industrial development in space technologies within the framework of national government policy..."

The SANSA Act (Act No. 36 of 2008) provides the following primary objectives of the entity:

- Promoting the peaceful use of outer space.
- Supporting the creation of an environment conducive to industrial development in space technology.
- Fostering research in space science, communications, navigation, and space physics.
- Advancing scientific, engineering, and technological competencies and capabilities through human capital development outreach programmes and infrastructure development.
- Fostering international cooperation in space related activities.

2. SCOPE OF WORK (TERMS OF REFERENCE)

An Institutional evaluation of SANSA was carried out to determine the relevance, efficiency and effectiveness of SANSA in 2022. It included the evaluation of the progress made by the Agency since its inception. In terms of a forward look, the evaluation also focused on SANSA achieving its objectives and mandate, primarily as provided for in the SANSA Act and as guided by the two Strategic Plans adopted over the period.

The Institutional Review highlighted the need for SANSA to focus on commercialization of products and services to ensure financial stability and sustainability. Furthermore, there has been a steady growth of the local space sector over the years and some of the attendant effects of the status quo is the slow pace of transformation of the industry, and the limited number of SMEs and new entrants. While the transformation of the South African space ecosystem is a national imperative, SANSA is aware of the lack of transformation of the local space industry.

The SANSA Act provides a legislative consent which stipulates that the Agency may, to perform any duty contemplated in subsection (1) and in order to achieve its objects—.....

(c) for the purposes of developing or exploiting any invention or technological space expertise —

- (i) establish a company contemplated in the Companies Act, 1973 (Act No. 61 of 1973), or in collaboration with any other person to establish such a company; and
- (ii) acquire an interest in any company or other juristic person undertaking the development or exploitation of an invention or technological space

To this end, the SANSA leadership has noted the recommendations made during the Institutional Review exercise on commercialization of products and services whilst further noting that SANSA is a Schedule 3A entity and concluded with support from the Board to explore the establishment of a Special Purpose Vehicle (SPV) in joint-venture with the local space industry. This will help SANSA to achieve its objectives and mandate.

The scope of the assignment is **to develop a comprehensive business case and recommended implementation plan for the SANSA growth and Investment strategy document** over the three months in line with the broader SANSA industry Development Framework and Transformation Framework principles; and **advise and determine how to operationalise the SPV under SANSA, a Schedule 3A entity.**

Key deliverables for the project (which are also to be delivered fortnightly for the following three months) are as outlined below:

- **Market Analysis** – an overview on the industry trends, market size, domestically, continentally and globally and the target market including market segmentation.
- **Viability of the Growth and Investment Strategy** – detailed steps for implementation with key milestones and deliverables, timeline for completion, findings and recommendations
- **SPV Operational Plan** – an overview of the key operational processes of SPV, noting SANSA's Schedule 3A status, organisational structure, resource allocation and the timeline required for implementation and including a reflection on Key Performance Indicators (KPIs) and targets.
 - **Marketing Strategy** – including marketing objectives, strategies and tactics and marketing budget allocation in alignment with the SANSA mandate, national policies, and strategies.
 - **Financial Projections** - estimates of a future financial performance including revenue projections, costs analysis, break-even analysis and funding requirements and financial strategy.
- **Risk Assessment and Mitigation** – identification of potential risks to be considered and development of a risk matrix as well as risk mitigation strategies of both the Internal and External Environments.

REPORTING

- Service Provider to develop a comprehensive business case for the proposed

SPV from the SANSA Growth and Investment strategy document including analysis of the current situation, identify the project's objectives, and present a detailed implementation plan (within 3 months).

- A high-level preliminary report will be required to reflect each stage of the proposed business case within two weeks of the project commencement date.
- Penultimate detailed report in word format to be produced at the end of 2 months after the project commencement date.
- A close – out report will be required in word format at the end of month 3 including an executive summary with an brief overview of the business case, objectives and scope and summary of key findings and recommendations.

LEGISLATIVE REQUIREMENTS

The implementation of SANSA's strategy continues to be primarily guided by the following legislative and policy prescripts / plans of government:

- The South African National Space Agency Act (Act No. 36 of 2008)
- Public Finance Management Act, 1999 (PFMA)
- National Treasury Regulations (2005)
- The Space Affairs Act
- The National Space Policy
- The National Space Strategy
- The South African Earth Observation Strategy
- The National Research and Development Strategy
- Economic Reconstruction and Recovery Plan (ERRP)
- The White Paper on Science and Technology
- DSI Decadal Plan (upon finalization)

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 80 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 the 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.)

Table1: Specific Goals and points

The specific goals allocated points in terms of this RFP (B-BBEE Status Level of Contributor)	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)
1	20	
2	18	
3	14	
4	12	
5	8	
6	6	
7	4	
8	2	
Non-compliant contributor	0	
Total Points (Specific Goals)	20	

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 3rd working day, the relevant bid will be rejected.

Table 2: 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 **80 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 3: Quality/Functionality Criteria

Criteria	Maximum Points
Methodology	40
Qualifications and Experience of Project Team	20
Company Expertise/Experience as evidenced by Reference Letters	40
Total evaluation points for quality	100

Evaluation criteria 1: Methodology

Description / Details of the methodology: This section of the proposal shall present the detailed methodology of the service provider and describe in detail how the service provider proposes to undertake the service(s), including but not limited to:

- ❖ Solutions to meet SANSA and legislative requirements relating to the development of a comprehensive business case.
- ❖ A description of the proposed services addressing each service requirement listed in the scope of work.

Project Plan:

- ❖ Project Design: Development of the business case should be aligned to scope of work as provided by SANSA and requirements outlined in the SANSA Growth and Investment Strategy, SANSA industry development framework and SANSA Transformation framework.
- ❖ Delivery Timelines should be realistic and aligned to the SANSA Industry development framework and SANSA Transformation framework.
- ❖ Project plan to include key project milestones, activities, and related costs for each milestone.

	Methodology
Non Responsive (score 0)	Service provider has not provided a proposal that meets the scope of work required.
Poor (score 10)	The proposal is poor or is unlikely to satisfy project objectives or requirements. The service provider has misunderstood certain aspects of the scope of work and does not deal with the critical aspects of the scope of the work. The proposal omits important outcomes and understanding of scope of work is inconsistent with SANSA's requirements.
Good (score 30)	The proposal is specifically tailored to address all scope of work objectives and legislative requirements; and is sufficiently flexible to accommodate changes that may occur during execution. The work plan fits the scope of work; all important activities are indicated, and their sequencing is appropriate and consistent with project objectives and requirements. There is sufficient detail that facilitates understanding of the proposed scope of work.
Excellent (score 40)	Besides meeting the "good" rating, the important issues are approached in an innovative and efficient way, indicating that the service provider has outstanding knowledge of the deliverables. The proposal details ways to improve the project outcomes and the quality of the outputs. The proposal has included value added services that is relevant to the project (including innovative use of technology to ensure delivery in accordance with the project scope of work). The sequencing and timing of activities are very well defined, indicating that the service provider has optimised the use of resources and the work plan permits flexibility to accommodate contingencies and risks.

Evaluation criteria 2: Qualifications and Experience of Project

Team Description:

The proposed resource should have the following but not limited to:

- Project team should consist of at least two (2) people.
- Project Lead/Partner should have at **least five (5) years of cumulative previous experience** in similar assignments related to the development of comprehensive business case for a strategy supported by **contactable references**.
- Ability to work under pressure and adhere to tight deadlines.
- Good verbal and written communication skills, good interpersonal relations, time management, well organised, flexible in terms of adapting to changes in the

internal and external environment and ability to pay attention to details.

- Ability to develop solutions to a variety of problems in line with regulatory frameworks and advise accordingly.

Failure to provide any of the following documents: Development of business case for a strategy and technical support team CV/profiles, proof of qualifications and contactable references will result in Zero (0) points being awarded.

	Project Team Experience
Non Responsive (score 0)	Service provider has not provided proof of experience relating to the Development of Comprehensive business case for strategy and technical support team CV/profiles, proof of qualifications and contactable references.
Poor (score 5)	Key Personnel have limited levels of experience in developing Development of business case for a strategy (less than 5 years) based on their CV/profiles, proof of qualifications and contactable references attached.
Good (score 10)	Key Personnel have extensive levels of experience in Development business case/plan for a strategy (between 5-9 years) based on their CV/profiles, proof of qualifications and contactable references attached
Excellent (score 20)	Key Personnel have outstanding levels of experience in Development business case or business plans for a strategy (10 or more years) based on their CV/profiles, proof of qualifications and contactable references attached.

Evaluation criteria 3: Company Experience (as per reference letters provided) Description:

The company must meet the minimum requirements stated below and provide contactable reference letters for similar projects executed relating to the development of business case/plan for a strategy in table format.

The referees listed below should be supported by the reference letters provided to SANSA.

- Extensive knowledge, and in specific Development of business case/plan for a strategy.
- Understanding of **all** applicable regulatory framework/s relating to this assignment.
- A minimum of 5 years' relevant public sector experience relating to the development of business case/plan.
- Minimum of five (5) references to be provided to demonstrate up to date development of business case/plan as per the above-mentioned requirements.
- Advanced computer literacy with knowledge of the full MS Office suite analysis and presentation skills (including presentations through use of virtual platforms).

References for similar work done which is related to the development of Business Case/Plan (aligned to the reference letters provided to SANSA).

Failure to complete the table below and provide contactable reference letters will result in forfeiting 5 points.

Service Provides to ensure the table below is fully completed (as per the format provided).

Company Name	Contact Person, phone number & email	Description of Service Rendered	Date when the service was rendered	Value of the project.

	Bidder's (Company) Experience
Poor (score 0)	Company has limited experience of less than 5 years in development of business case/plan. Company failed to provide required documents and complete the table above.
Good (score 5)	Company has solid experience in development of business case/plan (5 –9 years of similar work). The service provider must attach a list of companies verified as per the table above.
Excellent (score 10)	Company has extensive experience in development of business case/plan (10 or more years of similar work). The service provider must attach a list of companies supported as per the sections above. The service provider must attach reference letters and complete the table above in the format provided by SANSA - <i>failure to do so will result in the forfeiture of 5 points.</i>

Failure to provide any of the following documents: Development of business case/plan and technical support team CV/profiles, proof of qualifications and contactable references will result in Zero (0) points being awarded.

	Bidder's (Company) References (Company Profile and confirmation of CIPC registration must be provided.)
Poor (score 10)	Company has provided less than 5 letters of reference reflecting experience in development of business case/plan in the past 5 years.

Good (score 25)	Company has provided 5 - 9 letters of reference reflecting experience in development of business case/plan in the past 5 years.
Excellent (score 30)	Company has provided 10 or more letters of reference reflecting experience in development of business case/plan in the past 5 years.

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

Description	Hours	Hourly Rate	Total Price (Incl. VAT)
Market Analysis Report			
SPV Business Case • Operational Plan • Marketing Strategy • Financial Plan			
Risk Assessment & Mitigation Strategy			
Viability of Growth & Investment Strategy, findings and recommendations			
TOTAL CONTRACT AMOUNT (INCLUDING VAT)			

E. SPECIAL CONDITIONS

- a) Proposals and quotations to be returned to Azola Nodali: anodali@sansa.org.za copy eo-scm@sansa.org.za.
- b) Contract will not be awarded unless supplier is registered on the Central Supplier Database. 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) This RFP is part of the Supplier Development Programme (SDP). The recommended bidder will be required to sign the SDP agreement for shorter payment periods for EMEs.
- d) The offices of SANSA are situated at the following address:

**Council for Scientific and Industrial Research (CSIR)
Meiring Naudé Road
Brummeria
Pretoria**

F. TIMELINES

The successful service provider must be in a position to provide the goods/service from March 2025.

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. A method statement of how the tenderer proposes to implement the project.
- b. 3 References including organisation name, contact person and contact numbers;
- c. Proof of specific goals must be submitted in order to qualify for preference points (specific goals).
- d. Quotation must reflect a cost breakdown, where applicable, prices quoted must be inclusive of VAT.
- e. All pages of quotation must be signed by the authorised person.
- f. SANSA has the right to withdraw any quotation at any time within the validity of the quotation.
- g. SANSA reserves the right to invite bidders to present their bid proposals for final decision or visit the bidders' premises 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;
- 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) 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

BID CONDITIONS

1. Disqualification

Please note that if a bid document is not filled in correctly or completely, or complied with the specification, or is delivered/sent 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.

2. Bid Document Submission

Emailed tender documents will be accepted. However, the onus is on the tenderer to ensure that complete email documents have been received by the SANSA 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. SANSA fully comprehends that your personal and company information is valuable to you; your privacy is just important to SANSA. SANSA commits to safeguarding and lawfully processing your personal information.

Purpose for Processing your Personal Information

4. SANSA collects, holds, uses and discloses your personal information mainly to provide you with access to its services. SANSA 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. SANSA 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. SANSA may need to share your personal information, with third parties, to provide advice, and/or services. Where SANSA 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 SANSA.

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 SANSA's Information Officer: Humbulani Mudau on popi_paia@sansa.org.za.

8. You can request access to the personal information SANSA has on you at any time. If you think that SANSA 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 SANSA to retain any information, SANSA 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