



## SOUTH AFRICAN TOURISM

### PART C: - TENDER EVALUATION PROCESS - SAT TENDER 335/26 INTEGRATED MARKETING COMMUNICATION AGENCY FOR WEST AFRICA HUB

Summary of the Evaluation Phases (table below):

**Table 1: Evaluation Summary**

| Phase 1                                                                  | Phase 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Phase 3                                                                                                                                                                                                                                |
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| Administrative and Mandatory Bid Requirements                            | Desktop Functional Technical Evaluation and Pitch Presentation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Price and Specific Goals Evaluation                                                                                                                                                                                                    |
| Bidders' responses will be evaluated based on Table 2 and Table 3 below. | <p>Desktop Functional Technical Evaluation is divided into two (2) phases, desktop technical functionality and pitch presentation, with a weighting of 100% for each phase.</p> <p><b>Phase 2A:</b> Desktop technical functional evaluation on 100% (maximum threshold):</p> <ul style="list-style-type: none"> <li>A bidder must meet a minimum threshold of <b>70%</b> on the desktop technical functional evaluation to be considered in the following evaluation phase, Phase 2B (Pitch Presentation).</li> <li>Failure to meet the minimum threshold will result in disqualification in this phase.</li> </ul> <p>The bidders who meet the minimum threshold will be invited to a Pitch Presentation and will be provided with the South African Tourism Global Communication Strategy and the Africa-localized communication strategy.</p> <p><b>Phase 2B:</b> Pitch Presentation = 100% (maximum threshold):</p> <ul style="list-style-type: none"> <li>The pitch presentation will be based on the Phase 2B evaluation criteria.</li> <li>A bidder must meet a minimum threshold of <b>70%</b> on the pitch presentation evaluation to be considered for Phase 3 and preference points (specific goals) evaluation.</li> <li>Failure to meet the minimum threshold will result in disqualification in this phase.</li> </ul> <p><b>NB: Bidders should reference the criteria to the portfolio of evidence in the bid proposal</b></p> | <p>The tender will be evaluated on the 80/20 preference points system (specific goals) based on the tender below R50 million.</p> <p>The highest-scoring bidder will be appointed on price and preference points (specific goals).</p> |

**Phase 1: Phase 1A and Phase 1B: Administrative and mandatory bid requirements**

All documents must be completed and signed by the duly authorized representative of the prospective bidder(s). During this phase, bidders' responses will be evaluated based on compliance with the listed administrative and mandatory bid requirements.

**Table 2: Phase 1A - Administrative Requirements**

| Administrative documents that must be submitted | YES/NO |                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Confirmation of valid Tax Status                |        | Written confirmation that the Federal Inland Revenue Service (FIRS) may, on an ongoing basis during the tenure of the contract, disclose the bidder's tax compliance status.<br><br>FIRS Tax Compliance through the issuance/provision of a Tax Identification Number (TIN).                                           |
| Company Information (SBD 1)                     |        | <ul style="list-style-type: none"> <li>Complete and sign where applicable.</li> </ul> <p>If the bidder is found to have missed signing off or duly completing the SBD, SAT may require, within two working days, a sign-off or duly completed SBD, and failure to do so will result in the bid being disqualified.</p> |
| Declaration of Interest - (SBD 4)               |        | <ul style="list-style-type: none"> <li>Complete and sign where applicable.</li> </ul> <p>If the bidder is found to have missed signing off or duly completing the SBD, SAT may require, within two working days, a sign-off or duly completed SBD, and failure will result in the bid being disqualified.</p>          |

**Table 3: Phase 1B - Mandatory Requirements**

| Mandatory documents that must be submitted                  | YES/NO | Non-submission will result in disqualification                                                                                                                                       |
|-------------------------------------------------------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Membership registration with professional/regulatory bodies |        | <ul style="list-style-type: none"> <li>ARCON (valid at RFP closing date)</li> </ul> <p>(Bidders that fail to provide valid proof of membership will immediately be disqualified)</p> |
| Membership                                                  |        | <ul style="list-style-type: none"> <li>MIPAN (valid at RFP closing date)</li> </ul>                                                                                                  |

**Phase 2: Desktop Functional Technical Evaluation** is divided into two (2) phases: **desktop technical evaluation (Phase 2A)** and **pitch presentation (Phase 2B)**, with **100% weighting for each phase**.

All bidders are required to respond to the technical evaluation criteria scorecard and provide information/portfolio of evidence that they unconditionally hold the available capacity, ability, experience, and qualified staff to meet the business requirements of South African Tourism under this tender.

Bidders must achieve a minimum threshold of 70% in each phase to proceed to Phase 3 for Price and Specific Goals Evaluation.

The technical functional evaluation (functionality) will comprise two (2) phases:

**Phase 2A: Desktop technical functional evaluation-** A bidder will be evaluated out of 100% and is required to score a minimum threshold of **70%** to qualify for Phase 2 B (Pitch Presentation).

**Phase 2B: Pitch Presentation** - Bidders will be evaluated out of 100% and are required to score a minimum threshold of **70%** to be evaluated further in Phase 3 (Price and Specific Goals Evaluation).

**Table 4 : Phase 2A Desktop Functional Evaluation**

| Phase 2A - Desktop Technical Evaluation Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Weight Allocated | Reference pages in the bidder's proposal |
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| <p><b>Company Expertise and Experience in Executing Integrated Marketing Campaigns.</b></p> <p><b>Objective:</b> To assess the bidder's ability to conceptualize, localize, and execute integrated marketing campaigns in the West Africa Hub, with measurable results and operational understanding of local consumer and distribution channel landscapes. This includes evaluating the bidder's experience with multi-market campaigns, their ability to conceptualize integrated marketing campaigns, selection of the relevant marketing mix elements, and execution. Their ability to optimise across multiple principles (Digital, Brand Experiential, Media Buy etc).</p> <p>Illustrate your company's experience to the scope of work outlined in PART B: SCOPE OF WORK of this RFP.</p> <p><b>Submission Requirements:</b></p> <ol style="list-style-type: none"> <li>2 different case studies you have implemented within the past five (5) years in any of the specified WA markets.</li> <li>The two case studies must be: <ul style="list-style-type: none"> <li>From different clients and sectors, to show diversity in your expertise.</li> <li>Each must highlight <b>distinct marketing mix elements</b> that include media, digital, and brand experiential. and how these elements were incorporated to ensure a 360° execution.</li> <li>Each case study must be relevant to the nature and scope of work described in PART B: SCOPE OF WORK of this RFP.</li> </ul> </li> <li>Market Capability Matrix (to evaluate the extent of the specified West Africa market capacity): <ul style="list-style-type: none"> <li>For each of the two countries, specify: <ul style="list-style-type: none"> <li>If you have executed any campaigns in the last five (5) years - Yes/No?</li> <li>For Ghana, If you have your own office or local partner (name required).</li> <li>Present portfolio of evidence</li> </ul> </li> </ul> </li> </ol> <p><b>Case Study Required Elements:</b><br/>The selected case studies must illustrate the:</p> <ol style="list-style-type: none"> <li><b>Business challenge/campaign objective.</b></li> </ol> | 40               |                                          |

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| <p>2. <b>SMART</b> Key Performance Indicators/Targets and success criteria,</p> <p>3. <b>The localised solution you implemented</b>, a brief outline of your approach, audience targeting and segmentation, Marketing elements selection. Proof of executions (clearly showcasing distinct marketing mix elements that include media, digital, and brand experiential, including marketing mix performance).</p> <p>4. <b>Quantitative performance results</b> - outline the results against the KPIs and explain lessons learned, campaign adaptations, and market impact.</p> <p><b>Criteria Scoring:</b></p> <ul style="list-style-type: none"> <li>• <b>Score of 3 =</b><br/>All three (3) submission requirements are met.<br/>All four (4) case study required elements are included in each case study.</li> <li>• <b>Score of 2 =</b><br/>Two (2) submission requirements are met.<br/>Three (3) case study required elements are included in each case study, of which the market capability matrix is one of the three (3).</li> <li>• <b>Score of 1 =</b><br/>One (1) submission requirement is met.<br/>Two (2) case study required elements are included in each case study, of which the market capability matrix is one of the two (2).</li> <li>• <b>Score of 0 =</b><br/>No submission requirements are met.<br/>One (1) or zero (0) case study requirement element is included in each case study.</li> </ul>                                                                                                                                                                                                                                                                                                          |    |  |
| <p><b>Evaluation, Monitoring, Tracking, Optimizing and Reporting of an Integrated Campaign</b></p> <p><b>Objective:</b> To assess the bidder's capability to monitor, track, optimize, and report on integrated campaigns using verifiable tools and methods, and demonstrating data-led decision-making that improved outcomes.</p> <p><b>Submission Requirements:</b></p> <p>Based on one (1) of the two (2) case studies you provided, submit the following requirements:</p> <ol style="list-style-type: none"> <li><b>Measurement Framework</b> <ul style="list-style-type: none"> <li>- Approach to defining campaign objectives and success metrics.</li> <li>- What were the KPIs across the marketing funnel (awareness, consideration, conversion).</li> <li>- Methodology for setting benchmarks and targets.</li> <li>- Alignment between business objectives and campaign performance metrics.</li> </ul> </li> <li><b>Tracking and Data Infrastructure</b> <ul style="list-style-type: none"> <li>- Tools and platforms used.</li> <li>- Tagging and tracking implementation approach</li> <li>- Integration of data across platforms to ensure a single source of truth (SSoT)</li> </ul> </li> <li><b>Monitoring and Performance Management</b> <ul style="list-style-type: none"> <li>- Frequency and process for campaign performance monitoring</li> <li>- Metrics tracked per channel (paid, owned, earned)</li> <li>- Approach to identifying underperformance and corrective action</li> </ul> </li> <li><b>Optimisation of Strategy</b> <ul style="list-style-type: none"> <li>- Structured approach to campaign optimisation</li> <li>- Budget reallocation strategy based on performance</li> </ul> </li> </ol> | 30 |  |

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| <ul style="list-style-type: none"> <li>- Creative, audience, and channel optimisation processes</li> <li>- Examples of optimisation improving campaign outcomes</li> </ul> <p><b>5. Attribution and Analytics</b></p> <ul style="list-style-type: none"> <li>- Methodology for assessing channel contribution and effectiveness</li> <li>- Ability to track customer journeys across multiple touchpoints.</li> </ul> <p><b>6. Reporting and Dashboards</b></p> <ul style="list-style-type: none"> <li>- What reporting tools were used.</li> <li>- Highlight dashboards and reports.</li> <li>- Reporting frequency (weekly, monthly, final campaign report).</li> <li>- Approach to translating data into insights and recommendations.</li> </ul> <p><b>7. Insights and Continuous Improvement</b></p> <ul style="list-style-type: none"> <li>- What were the learnings and knowledge management?</li> </ul> <p><b>Criteria Scoring</b></p> <ul style="list-style-type: none"> <li>• <b>Score of 3</b> = 6 - 7 submission requirements are provided.</li> <li>• <b>Score of 2</b> = 6 - 5 submission requirements are provided.</li> <li>• <b>Score of 1</b> = 5 - 3 of the submission requirements are provided.</li> <li>• <b>Score of 0</b> = 3 - 0 of the submission requirements are provided.</li> </ul>                                                                                                                                                                                                                                                      |    |  |
| <p><b>Service Team Experience and Capacity</b></p> <p><b>Objective:</b> To assess whether the proposed service team has the relevant qualifications, experience, and capacity to deliver integrated communication services, including strategy, creative, media, digital, brand experiential, PR, and project management.</p> <p><b>Submission Requirements</b></p> <ol style="list-style-type: none"> <li>1. Summarised CVs (one page) for each proposed team member</li> </ol> <p><b>CVs Required Elements:</b><br/>All CVs must include:</p> <ol style="list-style-type: none"> <li>1. Full name and role in the project</li> <li>2. Relevant qualifications</li> <li>3. Years of experience in communication/marketing</li> <li>4. Areas of specialization (e.g., digital, media buying, experiential, PR)</li> <li>5. Current and/or previous clients/accounts.</li> </ol> <p><b>Criteria Scoring</b></p> <ul style="list-style-type: none"> <li>• <b>Score of 3</b> = All two (2) submission requirements provided, and all five (5) CVs required elements are provided for 10 or more team members.</li> <li>• <b>Score of 2</b> = All two (2) submission requirements and all five (5) CVs required elements are provided for 9 - 7 team members.</li> <li>• <b>Score of 1</b> = All two (2) submission requirements and all five (5) CVs required elements are provided for 6 - 4 team members.</li> <li>• <b>Score of 0</b> = All two (2) submission requirements and all five (5) CVs required elements are provided for 3 or less team members.</li> </ul> | 20 |  |
| <p><b>Costing and Pricing</b></p> <p>This RFP does not permit retainer-based pricing models, as the contracting authority requires full cost transparency, accountability per deliverable, and value-for-money assessment.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 10 |  |

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| <p><b>Objective:</b> To assess the bidders' ability for a transparent, activity- and deliverable-based pricing structure for integrated campaigns.</p> <p><b>Submission Requirements:</b></p> <p>Based on one (1) of the two (2) case studies you provided, submit the following requirements:</p> <ol style="list-style-type: none"> <li>1. <b>Provide a detailed explanation</b> of how the project budget was allocated.</li> <li>2. <b>Copy of the cost estimate</b> that was provided to the client.</li> <li>3. <b>Copy of the invoice</b> that was provided to the client.</li> </ol> <p><b>Criteria Scoring</b></p> <ul style="list-style-type: none"> <li>• <b>Score of 3</b> = All three (3) submission requirements are provided.</li> <li>• <b>Score of 2</b> = Two (2) submission requirements are provided.</li> <li>• <b>Score of 1</b> = One (1) submission requirement is provided.</li> <li>• <b>Score of 0</b> = No submission requirements are provided.</li> </ul> |            |  |
| <b>PHASE 2A TOTAL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>100</b> |  |

Table 4: Phase 2B Pitch Presentation

| Phase 2B - Pitch Presentation Evaluation Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Weight Allocated | Reference pages in the bidder's proposal |
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| <p><b>Develop an integrated marketing communication and creative strategy for the West Africa hub that aligns with South African Tourism's global brand goals and addresses the destination brands' challenges and business objectives.</b></p> <p><b>Objective:</b> To assess whether the bidder can deliver a localized, strategically aligned, multi-channel communication solution across media, digital, social, brand experiential, content, and PR that reflects a deep understanding of audience targeting and local market conditions.</p> <p><b>Pitch Presentation Requirements:</b><br/>Bidders must present a strategy document that includes the following elements:</p> <ol style="list-style-type: none"> <li>1. <b>Strategic Framework</b><br/>An insight-led strategy aligned to organizational goals clearly demonstrates an understanding of the brief, objectives, target audiences, and market dynamics.</li> <li>2. <b>Integrated Communication Approach</b><br/>Demonstrates a cohesive, multi-channel strategy (media, digital, social, brand experiential, content) with clear integration across paid, owned, and earned media.</li> <li>3. <b>Creativity &amp; Innovation</b><br/>Originality and strength of the campaign concept, storytelling, and ability to differentiate the brand in a competitive environment.</li> <li>4. <b>Market Adaptation</b><br/>Localization of strategy with tailored initiatives for the West Africa hub.</li> <li>5. <b>Execution Plan &amp; Methodology</b><br/>Clear implementation plan including timelines, deliverables, governance, risk management, and reporting structure.</li> </ol> <p><b>Pitch Presentation Criteria Scoring</b></p> <ul style="list-style-type: none"> <li>• <b>Score of 3</b> = All 5 pitch presentation requirements are fully showcased.</li> <li>• <b>Score of 2</b> = 4-3 pitch presentation requirements are fully showcased.</li> </ul> | 50               |                                          |

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| <ul style="list-style-type: none"> <li>• <b>Score of 1</b> = Only 2-1 pitch presentation requirements are fully showcased.</li> <li>• <b>Score of 0</b> = None of the pitch presentation requirements were showcased, and/or the information is irrelevant, and/or incomplete.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |    |  |
| <p><b>Identify one (1) Synergistic Collaboration Opportunity for SA Tourism with relevant distribution channels.</b></p> <p><b>Objective:</b> To evaluate the bidder's ability to identify, negotiate, and activate strategic, relevant collaboration opportunities that enhance campaign reach, has cultural resonance, and ROMI across the WA markets. The evaluation will consider alignment with SAT's brand, potential for multi-market impact, and evidence of readiness and feasibility.</p> <p><b>Pitch Presentation Requirements:</b><br/>Bidders must present one (1) clearly defined and ready-to-activate collaborative brand partnership that is aligned to South African Tourism's brand values and campaigns in the WA hub. For each collaboration, bidders must present:</p> <ol style="list-style-type: none"> <li><b>1. Partner, Brand Profile, and Rationale:</b> <ul style="list-style-type: none"> <li>○ Who to collaborate with (e.g., FMCG, Telecoms, Financial Services, broadcaster, digital platforms, Online Travel Agents (OTAs), Interest Groups (sporting clubs, business and industry groups, etc.).</li> <li>○ Relevance to SAT's audiences and campaign goals</li> </ul> </li> <li><b>2. Nature of Collaboration:</b> <ul style="list-style-type: none"> <li>○ Proposed collaboration model (e.g., content syndication, co-branded storytelling and/or brand experiential, barter media, influencer amplification, etc.)</li> <li>○ Integration with planned integrated marketing campaign or campaign touchpoints.</li> </ul> </li> <li><b>3. Partner Exclusivity or Differentiation:</b> <ul style="list-style-type: none"> <li>○ Whether the opportunity offers SAT a first-mover or exclusive position</li> <li>○ Whether it taps into culturally relevant, localized distribution or underutilized platforms</li> </ul> </li> <li><b>4. Proof of Engagement or Feasibility:</b> <ul style="list-style-type: none"> <li>○ Letters of intent, sample agreements, or prior collaborations</li> </ul> </li> <li><b>5. Estimated Value or Impact:</b> <ul style="list-style-type: none"> <li>○ Estimated reach uplift or media value.</li> <li>○ Potential cost savings (e.g., barter deal value, bonus inventory, subsidized production).</li> <li>○ Relevance across WA markets.</li> </ul> </li> </ol> <p><b>Pitch Presentation Criteria Scoring</b></p> <ul style="list-style-type: none"> <li>• <b>Score of 3</b> = All 5 pitch presentation requirements were presented.</li> <li>• <b>Score of 2</b> = 4 - 3 pitch presentation requirements were presented.</li> <li>• <b>Score of 1</b> = 2 - 1 pitch presentation requirement was presented.</li> <li>• <b>Score of 0</b> = No pitch presentation requirement was presented, or the content does not align with the SAT strategy or WA market focus; presentation was incomplete or irrelevant.</li> </ul> | 15 |  |
| <p><b>Expertise, experience, account management and team.</b></p> <p><b>Objective:</b> To evaluate the bidder's organisational capacity, account management structure, and operational ecosystem to deliver and service an integrated campaigns for SAT West Africa hub.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 20 |  |

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| <p><b><u>Pitch Presentation Requirements:</u></b><br/>Bidders must present the following:</p> <ol style="list-style-type: none"> <li><b>1. Organogram</b> <ul style="list-style-type: none"> <li>Diagram showing the structure of the core team assigned to the SAT account (aligned to Table 6). The Organogram must include at least 10 <b>defined roles</b> with reporting lines and a dedicated account manager.</li> <li>Includes clearly labelled roles and reporting lines.</li> <li>Identify senior oversight and day-to-day account management personnel.</li> </ul> </li> <li><b>2. Account Management Process</b> <ul style="list-style-type: none"> <li>Written process outlining how the SAT account will be managed across functions.</li> <li>Cover project planning, coordination, escalation, and reporting procedures.</li> <li>What measures are in place to ensure continuity of service in the event of staff turnover?</li> <li>Specify what tools or systems (e.g., Monday.com, MS Teams, Slack, Trello, email, dashboards) you use for client interaction and campaign updates.</li> </ul> </li> <li><b>3. Agency Ecosystem</b> <ul style="list-style-type: none"> <li>Documented list of partners or affiliates in Ghana.</li> <li>Includes each partner's name, country, scope of support within the marketing mix (e.g., media owner, media buyer, digital, production, creative, activation/experiential, etc.), and any previous collaboration with the bidder.</li> <li>Sample or overview of back-of-house processes showing coordination between the lead agency and partners. <i>This is to be highlighted during the pitch presentation.</i></li> </ul> </li> </ol> <p><b><u>Pitch Presentation Scoring</u></b></p> <ul style="list-style-type: none"> <li><b>Score of 3</b> = All 3 pitch presentation requirements were presented.</li> <li><b>Score of 2</b> = 2 pitch presentation requirements were presented.<br/>The organogram is present but includes fewer than 10 roles or lacks reporting lines. The account management process comprises fewer than 3 workflow areas. 1-2 Ghanaian partners listed, with partial or missing role descriptions. The back-of-house process sample is incomplete - it does not include Ghanaian partners.</li> <li><b>Score of 1</b> = Only 1 pitch presentation requirement was presented.<br/>The organogram or account management plan is present, but it is missing core role identification or workflow steps. The ecosystem list is not included, or lists affiliates without a defined function or location.</li> <li><b>Score of 0</b> = No pitch presentation requirements were presented, or the pitch presentation requirements are not relevant to account management for the SAT defined scope of work.</li> </ul> |    |  |
| <p><b>Overall Campaign Performance Management, Monitoring, Optimization, and Reporting</b></p> <p><b><u>Objective:</u></b> To assess the bidder's capability to deliver accountable, transparent, and data-driven integrated marketing performance reporting. To evaluate the bidder's approach to reporting, tools, reporting formats, optimization approach, ability to demonstrate impact and return on investment, and to produce actionable insights aligned to the 2 West Africa markets.</p> <p><b><u>Pitch Presentation Requirements:</u></b><br/>Bidders must present examples or templates that demonstrate the following:</p> <ol style="list-style-type: none"> <li><b>1. Structured Reporting Format</b> <ul style="list-style-type: none"> <li>Includes clearly defined performance KPIs aligned with the proposed localized integrated market strategy.</li> </ul> </li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 15 |  |

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| <ul style="list-style-type: none"> <li>○ Define success metrics.</li> <li>○ Provide a sample country-level and multi-country summary report template.</li> </ul> <p><b>2. Use of Analytics Tools</b></p> <ul style="list-style-type: none"> <li>○ Showcase tools and platforms that would be used for monitoring and reporting (e.g., e.g. Nielsen, Google stack, Kantar, DSPs, DMP, or any proprietary technology).</li> <li>○ Demonstrates how data is captured and visualized.</li> </ul> <p><b>3. Performance tracking and Optimisation</b></p> <ul style="list-style-type: none"> <li>○ Illustrate how performance will be tracked.</li> <li>○ Illustrate how performance will be optimized in real time.</li> <li>○ Share any frameworks or models your team uses for ongoing optimization and learning.</li> <li>○ Describe the workflow for daily/weekly/monthly performance reviews and decision-making.</li> </ul> <p><b>4. Insights and Recommendations</b></p> <ul style="list-style-type: none"> <li>○ Includes sample analysis (what the data means) and data-driven recommendations for optimization.</li> <li>○ Demonstrate how cultural/media consumption nuances from individual markets are incorporated into insight development.</li> </ul> <p><b>5. Reporting Frequency &amp; Governance</b></p> <ul style="list-style-type: none"> <li>○ Indicates how frequently reports are delivered and who is responsible for review and improvement (e.g., monthly, quarterly, per campaign).</li> </ul> <p><b>Criteria Scoring</b></p> <ul style="list-style-type: none"> <li>• <b>Score of 3</b> = All 5 Pitch Presentation Requirements were presented.</li> <li>• <b>Score of 2</b> = 3-4 of the submission requirements were presented.</li> <li>• <b>Score of 1</b> = Only 1-2 submission requirements were presented.</li> <li>• <b>Score of 0</b> = No report was presented, or the presentation was irrelevant or non-compliant with the RFP. No data, tools, KPIs, or performance structure evident.</li> </ul> <p><b>Costing &amp; Value for Money</b><br/>Transparency, cost realism, and alignment of pricing with proposed scope of work (excluding price scoring formula if separately evaluated).</p> |            |  |
| <b>PHASE 2B TOTAL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>100</b> |  |

NB: Bidder/s will be required to present their costing.

The bid evaluation committee will have the opportunity to ask questions and make notes of what they consider to be gaps in the proposals compared with how well the business requirements are satisfied.

- Bids proposals will be evaluated strictly according to the bid evaluation criteria stipulated in this section.
- Bidders must, as part of their bid documents, submit supportive documentation for all functional requirements as indicated in the terms of reference. The panel responsible for scoring the respective bids will evaluate and score all bids based on information presented in the bid proposals in line with the RFP.

### Phase 3: Price and Preference (specific goals) Evaluation (80/20) = 100 points

Only Bidders who meet the minimum 70% functionality threshold in Phase 2B will be evaluated in Phase 3: Price and Specific Goals Evaluation.

- Failure to meet the minimum threshold during Phase 2B will result in the bidder not qualifying for Phase 3.

The total points for price evaluation (out of 80) and the total points for specific goals evaluation (out of 20) will be consolidated. The bidder who scores the highest points for comparative pricing and specific goals after the consolidation of points will be considered as the preferred bidder with whom South African Tourism will enter into contract negotiations for what was tendered for.

**Table 5: Price and Preference (specific goals)**

|                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|
| <b>1. LIST OF RETURNABLES</b>                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |
| <b>BIDDERS SHOULD PLEASE ADHERE TO THE FOLLOWING INSTRUCTIONS</b>                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |
| a) TICK APPLICABLE BOX                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |
| b) ENSURE THAT THE FOLLOWING DOCUMENTS ARE COMPLETED, SUBMITTED AND SIGNED WHERE APPLICABLE                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |
| <b>ANNEXURES</b>                                                                                                            | <b>DOCUMENT DESCRIPTION</b>                                                                                                                                                                                                                                                                                                                                                                                                       | <b>YES</b> | <b>NO</b> |
| <b>PART A &amp; B</b>                                                                                                       | IS BID INVITATION FORM, TERMS, AND CONDITIONS FOR BIDDING COMPLETED, SIGNED, AND SUBMITTED?                                                                                                                                                                                                                                                                                                                                       |            |           |
| <b>SUPPLIER IS REQUIRED TO USE THE PRESCRIBED SEQUENCE IN ATTACHING THE ANNEXURES THAT COMPLETE THE BID OR RFQ DOCUMENT</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                   |            |           |
| <b>ANNEXURE A</b>                                                                                                           | IS THE STANDARD BID DOCUMENT (SBD4) FORM BIDDER'S DISCLOSURE COMPLETED, SIGNED AND SUBMITTED?                                                                                                                                                                                                                                                                                                                                     |            |           |
| <b>ANNEXURE B</b>                                                                                                           | IS BIDDER'S SWORN AFFIDAVIT - EXEMPTED MICRO ENTERPRISE (EME) - OR QUALIFYING SMALL ENTERPRISE (QSE) - STILL VALID (FOR A PERIOD OF 12 MONTHS) FROM THE DATE SIGNED BY COMMISSIONER SUBMITTED TO CLAIM POINTS FOR SMME'S?                                                                                                                                                                                                         |            |           |
| <b>ANNEXURE C</b>                                                                                                           | IS THE BIDDER'S QUOTED PRICE OR FINANCIAL OFFER SUBMITTED AND ALIGNED WITH THE SCOPE OF WORK? OR STATED IN THE BELOW TABLE OF DESCRIPTION OF SERVICE/GOODS?                                                                                                                                                                                                                                                                       |            |           |
| <b>ANNEXURE D</b>                                                                                                           | IS PROOF OF OWNERSHIP BY BLACK WOMAN ATTACHED IN THE FORM OF (A) COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED, (B) COPY OF THE ID-DOCUMENT(S) OF THE BLACK WOMAN(E)                                                                                                                                                                                                                       |            |           |
| <b>ANNEXURE E</b>                                                                                                           | IS PROOF OF OWNERSHIP BY BLACK PERSON (S) IN THE FORM OF, (A) COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WHICH THE BLACK OWNERSHIP IS LISTED, AND (B) COPY OF IDENTITY DOCUMENTS.                                                                                                                                                                                                                                          |            |           |
| <b>ANNEXURE F</b>                                                                                                           | IS PROOF OF OWNERSHIP BY BLACK YOUTH ATTACHED IN THE FORM OF (A) COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED, (B) COPY OF THE ID-DOCUMENT(S) OF THE BLACK YOUTH.                                                                                                                                                                                                                         |            |           |
| <b>ANNEXURE G</b>                                                                                                           | IS THE LATEST REPORT FROM CENTRAL SUPPLIER DATABASE (CSD) SUBMITTED? THE REPORT WILL BE USED AMONGST OTHERS TO VERIFY TAX COMPLIANCE AND BANKING DETAILS. TO FURTHER CONFIRM IF THE SHAREHOLDERS/DIRECTORS OF THE COMPANY IS BLACK WOMEN, BLACK YOUTH OR BLACK-OWNED. INFORMATION AND DETAILS ON BLACK WOMEN, BLACK YOUTH AND BLACK OWNERSHIP SHOULD BE SIMILAR TO THE INFORMATION SUBMITTED ON ANNEXURES B, C, D, E AND F ABOVE. |            |           |

**2. APPLICATION OF PREFERENCE POINT SYSTEM****4.1 DEFINITIONS**

HISTORICALLY DISADVANTAGED INDIVIDUALS (HDI) IS DEFINED AS A SOUTH AFRICAN CITIZEN -

- a) WHO, DUE TO THE APARTHEID POLICY THAT WAS IN PLACE, HAD NO VOTING RIGHTS IN THE NATIONAL ELECTIONS PRIOR TO THE INTRODUCTION OF THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1983 (ACT NO. 100 OF 1983) OR THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1993 (ACT NO. 200 OF 1993) (*“THE INTERIM CONSTITUTION”*) AND OR
- b) WHO IS A WOMAN AND/OR
- c) YOUTH

4.2 WITH THE UNDERSTANDING THAT ANY PERSON WHO RECEIVED SOUTH AFRICAN CITIZENSHIP ON OR BEFORE THE INTRODUCTION OF THE INTERIM CONSTITUTION, WILL NOT BE DEEMED TO BE HDI.

4.3 ANY REFERENCE TO WORDS “BID” OR “BIDDER” HEREIN AND/OR IN ANY OTHER DOCUMENTATION SHALL BE CONSTRUED TO HAVE THE SAME MEANING AS THE WORDS “TENDER” OR “TENDERER”.

4.4 “A WOMAN” REFERS TO A FEMALE PERSON WHO IS A SOUTH AFRICAN CITIZEN

4.5 “HDI EQUITY OWNERSHIP” REFERS TO THE PERCENTAGE OF A PARTNERSHIP OR BUSINESS THAT IS OWNED BY INDIVIDUALS, OR IN THE CASE OF A COMPANY, THE PERCENTAGE OF SHARES WHICH IS OWNED BY INDIVIDUALS WHO ARE ACTIVELY INVOLVED IN THE MANAGEMENT DECISIONS AND DAY TO DAY OPERATIONAL ACTIVITIES OF THE COMPANY OR BUSINESS AND WHO EXERCISES CONTROL IN THE BUSINESS IN RELATION TO THEIR OWNERSHIP AT THE

CLOSE OF TENDER. WHERE INDIVIDUALS ARE NOT ACTIVELY INVOLVED IN THE MANAGEMENT AND DAY-TO-DAY OPERATIONAL ACTIVITIES OF BUSINESS AND WHO DO NOT EXERCISE CONTROL IN RELATION TO THE PERCENTAGE OF THEIR OWNERSHIP, EQUITY OWNERSHIP POINTS CANNOT BE AWARDED.

- 4.6 **"BLACK PEOPLE"** IS A GENERIC TERM WHICH MEANS AFRICANS, COLOURED AND INDIANS WHO ARE CITIZENS OF THE RSA BY BIRTH OR DESCENT OR BY NATURALISATION BEFORE 27 APRIL 1994 OR AFTER.
- 4.7 **"SMALL ENTERPRISE"** MEANS A SEPARATE AND DISTINCT BUSINESS ENTITY, TOGETHER WITH ITS BRANCHES OR SUBSIDIARIES, IF ANY, INCLUDING COOPERATIVE ENTERPRISES, MANAGED BY ONE OWNER OR MORE PREDOMINANTLY CARRIED ON IN ANY SECTOR OR SUBSECTOR OF THE ECONOMY.
- 4.8 **"YOUTH"** IS A GENERIC TERM WHICH MEANS PERSONS BETWEEN 14 TO 35 YEARS OF AGE. (THE MAXIMUM AGE OF PERSON/DIRECTOR/SHAREHOLDER ETC MUST BE BELOW OR 35 YEARS ON OR BEFORE THE CLOSING DATE AND TIME OF THE RFQ)
- 4.9 **"EXEMPTED MICRO ENTERPRISE (EME)"** IN TERMS OF THE GENERIC CODES OF GOOD PRACTICE, IT REFERS TO AN ENTERPRISE WITH AN ANNUAL TOTAL REVENUE OF R 10 MILLION OR LESS.
- 4.10 **"QUALIFYING SMALL ENTERPRISE (QSE)"** IN TERMS OF THE GENERIC CODES OF GOOD PRACTICE, IT REFERS TO AN ENTERPRISE WITH AN ANNUAL TOTAL REVENUE OF BETWEEN R 10 MILLION AND R 50 MILLION
- 4.11 **"SPECIFIC GOALS"** REFERS TO CONTRACTING WITH PERSONS, OR CATEGORIES OF PERSONS, HISTORICALLY DISADVANTAGED BY UNFAIR DISCRIMINATION ON THE BASIS OF RACE, GENDER OR DISABILITY AND IMPLEMENTING PROGRAMME AS PUBLISHED IN THE GOVERNMENT GAZETTE NO. 16085 DATED 23 NOVEMBER 1994.

#### 4.12 **80 / 20 PREFERENCE POINT SYSTEM**

TENDERERS WILL BE AWARDED POINTS AS FOLLOWS:

The points must be allocated and awarded as follows:

|      |                                     |             |                                          |
|------|-------------------------------------|-------------|------------------------------------------|
| i.   | Total Tendered Price                | : 80 points | } <b>Specific Goals (Maximum points)</b> |
| ii.  | Black Women Ownership               | : 04 points |                                          |
| iii. | Black Ownership                     | : 10 points |                                          |
| iv.  | Black Youth                         | : 02 points |                                          |
| v.   | Small, Medium and Micro Enterprises | : 04 points |                                          |

(SMME's)

**Total : 100 points**

- 4.13 THE POINTS SCORED FOR SPECIFIC GOALS WILL BE ADDED TO THE POINTS SCORED FOR PRICE AND THE TOTAL MUST BE ROUNDED OFF TO THE NEAREST 2 DECIMAL PLACES

#### 4.14 **TENDER PRICE**

THE FOLLOWING FORMULA WILL BE USED TO CALCULATE THE POINTS OUT OF 80 FOR PRICE IN RESPECT OF TENDER WITH A RAND VALUE NOT EXCEEDING R 50 MILLION (INCLUSIVE OF ALL APPLICABLE TAXES). THE LOWEST ACCEPTABLE TENDER MUST SCORE 80 POINTS FOR PRICE, AND OTHER TENDERS WHICH ARE HIGH IN PRICE MUST SCORE FEWER POINTS, ON PRO RATA BASIS.

$$P_s = 80 \left( 1 - \frac{P_t - P_{min}}{P_{min}} \right)$$

WHERE -

PS = POINTS SCORED (AWARDED) FOR PRICE OF TENDER UNDER CONSIDERATION  
PT = PRICE OF TENDER UNDER CONSIDERATION; AND  
PMIN = PRICE OF THE LOWEST ACCEPTABLE TENDER

#### 4.15 **SPECIFIC GOALS**

##### 4.15.1 **% OWNED BY PEOPLE WHO ARE BLACK WOMEN (WO)**

A MAXIMUM OF FOUR (04) POINTS WILL BE AWARDED TO A TENDERER WHO IS A BLACK WOMAN. EQUITY OWNERSHIP FOR BLACK WOMEN WILL BE DETERMINED BY THE % OF THE ENTERPRISE OWNED BY SUCH A PERSON OR BY THE % OF SHARES OWNED BY MEMBER/S WHO ARE ACTIVELY INVOLVED IN THE DAY TO DAY MANAGEMENT OF THE COMPANY OR ENTERPRISE.

% OF ENTERPRISE OWNED BY BLACK WOMEN ----- %

THUS, POINTS AWARDED:  $4 \times \frac{\% WO}{100} =$

PROOF OF OWNERSHIP MUST BE ATTACHED IN

THE FORM OF:

- a) COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED I.E. CIPC ETC;
- b) COPY OF THE ID-DOCUMENT (S) OF THE BLACK WOMAN(E)
- c) LATEST CENTRAL SUPPLIER DATABASE (CSD) REPORT OF WHICH OWNERSHIP OF THE BLACK WOMAN IS LISTED

#### 4.15.2 % OWNED BY BLACK PEOPLE (BO)

A MAXIMUM OF TEN (10) POINTS WILL BE AWARDED TO A TENDERER WHO IS A BLACK AND DOES NOT HAVE VOTING RIGHTS ACCORDING TO THE DEFINITION OF AN HDI. EQUITY OWNERSHIP FOR BLACKS WILL BE DETERMINED BY THE % OF THE ENTERPRISE OWNED BY SUCH A PERSON OR BY THE % OF SHARES OWNED BY MEMBERS WHO ARE ACTIVELY INVOLVED IN THE DAY-TO-DAY ACTIVITIES OF THE COMPANY OR ENTERPRISE.

% OF ENTERPRISE OWNED BY BLACK PERSON(S) WHO DID NOT HAVE VOTING RIGHTS... ..%

THUS, POINTS AWARDED:  $10 \times \frac{\% BO}{100} =$

PROOF OF OWNERSHIP MUST BE ATTACHED IN THE FORM OF:

- a) COPY OF ID DOCUMENT.
- b) COPY OF THE FOUNDING DOCUMENTATION ON THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED I.E. CIPC ETC;
- c) LATEST CSD REPORT WITH BLACKS AS SHAREHOLDERS/DIRECTORS OF THE COMPANY

#### 4.15.3 SMALL, MEDIUM AND MICRO ENTERPRISES (SMMEs)

A MAXIMUM OF FOUR (4) POINTS WILL BE AWARDED TO A TENDERER WHO IS CLASSIFIED AS SMME

IS THE COMPANY CLASSIFIED AS EME OR QSE?

YES = 4 POINTS

=

NO = 0 POINT

PROOF OF DOCUMENTATION MUST BE ATTACHED IN THE FORM OF:

- a) SWORN AFFIDAVIT THAT IS VALID FOR A PERIOD OF 12 MONTHS FROM THE DATE SIGNED BY THE COMMISSIONER.

#### 4.15.4 % OWNED BY BLACK YOUTH

A MAXIMUM OF TWO (2) POINTS WILL BE AWARDED TO A TENDERER WHO IS Black Youth. EQUITY OWNERSHIP FOR BLACK YOUTH WILL BE DETERMINED BY THE % OF THE ENTERPRISE OWNED BY SUCH A PERSON OR BY THE % OF SHARES OWNED BY MEMBERS WHO ARE ACTIVELY INVOLVED IN THE DAY TO DAY ACTIVITIES OF THE COMPANY OR ENTERPRISE.

% OF ENTERPRISE OWNED BY BLACK YOUTH. ....%

THUS, POINTS AWARDED :  $2 \times \frac{\% DO}{100} =$

PROOF OF OWNERSHIP MUST BE ATTACHED IN THE FORM OF:

- a) A COPY OF THE FOUNDING DOCUMENTATION OF THE COMPANY WITH WHICH THE OWNERSHIP IS LISTED I.E. CIPC ETC;
- b) A COPY OF ID DOCUMENT;
- c) LATEST CENTRAL SUPPLIER DATABASE (CSD) REPORT OF WHICH OWNERSHIP OF THE BLACK YOUTH IS LISTED.

#### 4.15.5

Table B: Ownership

| NAME AND SURNAME /ENTITY NAME | GENDER (MALE OR FEMALE) | AGE i.e., 32 | CITIZENSHIP (RSA, OR SPECIFY OTHER) | ETHNIC GROUP (BLACK, WHITE, ETC.) | NUMBER OF SHARES PER SHAREHOLDER | PERCENTAGE OF OWNERSHIP (%) PER SHAREHOLDER |
|-------------------------------|-------------------------|--------------|-------------------------------------|-----------------------------------|----------------------------------|---------------------------------------------|
|-------------------------------|-------------------------|--------------|-------------------------------------|-----------------------------------|----------------------------------|---------------------------------------------|

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| Total |  |  |  |  |  |  |

(To be completed by bidder)

**TABLE- C: SPECIFIC GOALS**

| Ownership             | Total percentage of ownership | specific goals points claimed |
|-----------------------|-------------------------------|-------------------------------|
|                       |                               |                               |
| Black Woman ownership |                               |                               |
| Black Ownership       |                               |                               |
| Black Youth Ownership |                               |                               |
| Total                 |                               |                               |

4.16 THE SAT CAN ONLY AWARD POINTS PROVIDED SUFFICIENT INFORMATION AND REQUIRED DOCUMENTS ARE CORRECTLY COMPLETED AND RETURNED WITH THE PROPOSALS IN LINE WITH LIST OF RETURNABLE DOCUMENTS ON PARAGRAPH THREE (3) ABOVE. POINTS OBTAINED FOR PRICE SHOULD BE ADDED TO POINTS OBTAINED FOR SPECIFIC GOALS.

4.17 TENDER MUST BE AWARDED TO THE TENDERER SCORING THE HIGHEST POINTS. HOWEVER, A CONTRACT MAY BE AWARDED TO A TENDERER THAT DID NOT SCORE THE HIGHEST POINTS ONLY IN ACCORDANCE WITH SECTION 2 (1)(F) OF THE PPPFA 05 OF 2000.

### 3. CRITERIA FOR BREAKING DEADLOCK IN SCORING

- a) IF TWO OR MORE OF THE TENDERERS HAVE SCORED EQUAL TOTAL NUMBER OF POINTS, THE CONTRACT WILL BE AWARDED TO THE TENDERER THAT SCORED THE HIGHEST POINTS FOR SPECIFIC GOALS;
- b) IF TWO OR MORE TENDERS SCORE EQUAL TOTAL NUMBER OF POINTS IN ALL RESPECTS, THE AWARD WILL BE DECIDED BY THE DRAWING OF LOTS

#### 4. DELIVERIES

- a. ALL DELIVERIES MAY BE ACCOMPANIED BY A DELIVERY NOTE OR AN INVOICE OF AN OFFICIAL PURCHASE ORDER NUMBER AGAINST WHICH THE DELIVERY HAS BEEN AFFECTED
- b. DELIVERIES NOT COMPLYING WITH THE PURCHASE ORDER FORM MAY BE RETURNED TO THE SUPPLIER(S) AT THE SUPPLIER'S EXPENSE. SAT WILL NOT BE LIABLE FOR PAYMENT OF INCORRECTLY DELIVERED GOODS OR SERVICE

- |                                                                                                   |  |
|---------------------------------------------------------------------------------------------------|--|
| c. BIDDERS SHOULD INDICATE THE PLANNED DELIVERY PERIOD (IN DAYS) FROM THE DATE AN ORDER IS ISSUED |  |
|---------------------------------------------------------------------------------------------------|--|

**5. POPIA DISCLAIMER****5.1. COMPLIANCE WITH THE PERSONAL INFORMATION ACT, 4 OF 2013**

PERSONAL INFORMATION SHARED WITH THE SAT SHALL BE TREATED WITH CONFIDENTIALITY AND IN COMPLIANCE WITH THE PROTECTION OF PERSONAL INFORMATION ACT, 4 OF 2013 (POPIA) AND OTHER APPLICABLE LAWS. FOR PURPOSES OF THIS DISCLAIMER, "PERSONAL INFORMATION" SHALL BE DEFINED AS DETAILED IN THE PROMOTION OF ACCESS TO INFORMATION ACT, ACT 2 OF 2000 (PAIA) AND POPIA, AND "PROCESSING" AND "FURTHER PROCESSING" SHALL BE READ, INTERPRETED AND UNDERSTOOD AS DETAILED AND DEFINED IN POPIA.

**5.2. CONSENT TO PROCESSING AND FURTHER PROCESSING OF PERSONAL INFORMATION**

THE SATMAY PROCESS AND FURTHER PROCESS RECEIVED PERSONAL INFORMATION, INTERNALLY OR EXTERNALLY, IN THE EXECUTION OF ITS MANDATE AND/OR AS REQUIRED BY LAW. THE SATMAY SHARE PERSONAL INFORMATION WITH ITS SERVICE PROVIDERS, AGENTS, CONTRACTORS, LEGAL AND OTHER PROFESSIONAL ADVISORS AUTHORISED TO PROCESS THIS INFORMATION. THE SATMAY THUS PLACE RECEIVED PERSONAL INFORMATION IN THE PUBLIC DOMAIN DUE TO THE NATURE AND REQUIREMENTS OF ITS WORK.

**5.3. FURTHER PROCESSING OF PERSONAL INFORMATION**

YOU FURTHER GRANT THE SATEXPRESS AND/OR IMPLIED PERMISSION TO FURTHER PROCESS RECEIVED PERSONAL INFORMATION AND PLACE IT IN THE PUBLIC DOMAIN, IN THE EXECUTION OF ITS MANDATE AND STATUTORY OBLIGATIONS.

**5.4. DUTY OF CARE**

THE SAT VALUES YOUR PRIVACY AND SHALL TAKE ALL REASONABLE MEASURES TO PROTECT RECEIVED PERSONAL INFORMATION.

**5.5. EXEMPTION FROM LIABILITY**

THE SAT(INCLUDING ITS OFFICIALS AND/OR EMPLOYEES) ACCEPTS NO LIABILITY WHATSOEVER, FOR ANY LOSS, DAMAGE (WHETHER DIRECT, INDIRECT, SPECIAL, OR CONSEQUENTIAL), AND/OR EXPENSES OF ANY NATURE WHATSOEVER WHICH MAY ARISE AS A RESULT OF, OR WHICH MAY BE ATTRIBUTABLE DIRECTLY OR INDIRECTLY, FROM INFORMATION MADE AVAILABLE HEREIN, OR ACTIONS OR TRANSACTIONS RESULTING THEREFROM

END