



THE NATIONAL CREDIT REGULATOR

AUGUST 2020

**TERMS OF REFERENCE (TOR) FOR THE APPOINTMENT
OF A SERVICE PROVIDER AN ADVERTISING AND
MEDIA BUYING AGENCY**

RFP NUMBER: NCR709.08.2020

**DUE DATE: 18 SEPTEMBER 2020 @ 11H00
HAND DELIVER AT NCR OFFICES**

SECTION 1

GENERAL TERMS OF CONDITIONS

1. General Information for Bidders

The National Credit Regulator (NCR) was established in terms of Section 12 (1) of the National Credit Act (Act 34 of 2005) and came into being on 1 June 2006.

The NCR will determine which bidding organisation (“bid participant”), if any, is appointed in response to this request for submission as stipulated in section 2 of this document.

1.1. General Terms

This tender is issued in terms of the Public Finance Management Act 1 of 1999 (PFMA), the Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA), the Preferential Procurement Regulations, 2017 (PPR), Supply Chain Management Regulations issued by the National Treasury and BBBEE Act.

Parties that wish to submit proposals are required to indicate that they are willing to accept the General Conditions and Procedures of the NCR (see Section 4 below and Annexure B.1). Please read this document carefully prior to submitting your proposal.

1.2. The Proposal Format

1.2.1. Economy of proposal preparation

The proposal should be prepared simply and economically, providing a straightforward and concise description of the bid participant’s ability to meet the requirements of the proposal request.

Clear factual responses are required. The content of the proposals shall determine the merit of each participant, not brochures or other marketing material. To facilitate the review of proposals, participants are required to organise their responses according to the format presented below. Should a participant wish to provide additional information, that information should be referred to, and provided for, in a file of Annexures.

1.2.2. Validity of proposals

The proposals must include a statement as to the period for which the proposal remains valid. The proposal must be valid for at least ninety (90) days from the due date for the submission of all bids. Refer to the quarters in the terms of reference (TOR).

1.2.3. Number of proposals

Each bid participant must provide **three (3) hard copies and 1 CD/Stick** of their entire proposal, including all the documentation referred to in 4 below, in the format specified in that section. All

submitted proposals will become the property of the NCR, and will not be returned. Receipt of all proposals will be recorded in a register at the point of receipt. One copy of the proposal must be signed and dated in black ink by the bidder or authorized representative of the bidder and initialled on each page.

2. Submission of proposals

2.1. Proposals must reach the offices of the NCR before **11:00 on 14 September 2020, @11H00am** and must be enclosed in a sealed envelope which must be clearly labelled/addressed on the outside:

(a) RFP No: NCR 709.08.2020

(b) TERMS OF REFERENCE (TOR) FOR THE APPOINTMENT OF A SERVICE PROVIDER AN ADVERTISING AND MEDIA BUYING AGENCY

(c) CLOSING DATE: 18 SEPTEMBER 2020 AT 11H00 SHARP

2.2. Proposals are to be submitted in the marked tender box, in the reception area, National Credit Regulator, 127-15th Road, Randjiespark, Halfway House, Midrand. The tender box will only be available for the depositing of proposals between 08h00 and 16h30 on weekdays (excluding public holidays).

2.3. Please note that this RFP closes punctually at 11h00 on **18 September 2020**. No late submissions will be considered under any circumstances.

2.4. All the documentation referred to in Section 4 below must be submitted. Failure to submit all the documentation referred to in this section may result in a submission being discarded, and not considered for evaluation.

2.5. If responses are not delivered as stipulated in this Section 2.1, such responses will be considered "late", and will not be considered for evaluation.

2.6. The NCR shall not disclose any details pertaining to the responses received, to any other participant, as this is regarded as confidential information.

2.7. Envelopes must not contain documents relating to any RFP other than the one referred to in this RFP.

2.8. The responses to the RFP will be opened as soon as is practical after the expiry of the time advertised for receiving them.

2.9. Only the participants that are short-listed after the evaluation process will be informed of the results of the submission adjudication process.

2.10. After the evaluation process is completed, the Evaluation Committee may, prior to making

a final selection, draw up a shortlist of participants and require them to make a detailed presentation to the Adjudication Committee. A minimum of 2 days' notice will be given to relevant participants in advance of the presentation date.

3. Timetable

| Date | Activity |
|-------------------|---|
| 21/08/2020 | Advertisement of the RFP |
| 18/09/2020 | Closing date @ 11h00 |
| 18/09/2020 | Preliminary evaluation |
| 20/09/2020 | Evaluations by the Evaluation Committee |
| 24/09/2020 | Adjudication Committee meeting |
| 30/09/2020 | Appointment |

The National Credit Regulator reserves the right to determine the structure of the process, the right to determine the number of short-listed participants, the right to withdraw from the proposal process, and the right to change this timetable at any time without notice.

4. Documentation to be submitted

Please Note

All of the documentation described below must be submitted, with no omissions whatsoever. Where a particular form or format of documentation is stipulated, this is the only form or format in which these documents must be submitted. Failure to adhere to these requirements may result in the rejection of the entire submission.

All of the documentation referred to below (in Parts One – Twelve) must be acknowledged and submitted. For ease of reference and to facilitate the evaluation process, you are requested to clearly mark each part of the submitted documentation as it is referred to below.

4.1. Table of content

Introductory letter by the bidder with authorized contact person and details for this specific tender

4.2. SBD 1 – should be the completed and inserted after the introductory letter

One – Proposal drafted in response to Terms of Reference

Section 2 of this document below, contains the terms of reference (TOR) for the above mentioned tender. Bid participants are required to draft a proposal that will clearly indicate to the Evaluation Committee how they will fulfil the requirements as set out in the TOR.

Bid participants should include the following information when drafting their proposals:

- Proposals should make clear the relevant skills, experience and capacity of the participant, in respect of this particular TOR. This is an important evaluation criterion. Bid participants should ensure that their proposals focus on how they will address the requirements of this TOR, rather than on achievements.
- Proposals must contain the details of the proposed approach to be adopted in order to deliver the service in accordance with the TOR.
- Proposals should clearly indicate whether or not bid participants have the internal capacity to meet the requirements of the TOR.

4.3. Two – Pricing Proposal- SEPERATE ENVELOPE

SBD 3.1 Pricing Schedule together with signed off detailed pricing on the company's letter head. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected. Additional information may be added on a separate page if necessary.

The total price that the participant will charge to deliver services in accordance with the TOR must be clearly indicated. The pricing proposal should contain sufficient information to allow the Evaluation Committee to estimate the cost of the service, to a high degree of accuracy.

Please note that a financial proposal must be submitted in a separate sealed envelope together with your submission. The financial Proposal will be opened once all technical proposals have been evaluated. This appointment will be made in line with QBS. All prices provided must be inclusive of Value-Added Tax (VAT).

Please note that the prices contained in the pricing proposal are the only charges that may be levied if the participant's proposal is successful, unless explicitly agreed to in writing by the National Credit Regulator, and in terms of the General Conditions of Contract, no additional cost will be accepted after the bidding documents have been submitted and the tender closing date has expired. Any cost for additional parts and peripherals needed for the successful implementation of the project shall remain and form part of the bidding price.

4.4. Three – General Conditions and Procedures of the NCR

Annexure B and B1 - General Conditions and Procedures of the NCR. Bid participants must indicate clearly that they have read this document, and have no objections to being bound by its contents. In cases where any provisions of the General Conditions and Procedures conflict with this General Information for Bidders and/or Terms of Reference, the latter will take precedence over the General Conditions of Contract.

4.5. Four – Contract Form: Rendering of Services

Annexure C - Contract Form: Rendering of Services. This will only be completed by the successful bidder once a selection has been made by NCR. Participants do not, therefore, need to complete this form at the bidding stage but their proposals must clearly indicate that they have read this form, and have no objections to signing it as is, if selected as the successful participant.

4.6. Five – Tax status

Annexure D - Please attach CSD showing Tax status

A CSD print out must also be attached.

4.7. Six – Preference Points Claim Form

Annexure E – form SBD 6.1. Bid participants must complete Sections 8 and 9 in full. DO NOT RETYPE THESE FORMS. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected. *## Please note that a **BBEE certificate/ sworn affidavit** must also be attached to the bid documents. None submission will result in zero scoring in this competitive bidding process*

4.8. Seven – Declaration of Interest

Annexure F – form SBD 4. DO NOT RETYPE THESE FORMS. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

4.9. Eight – Declaration of past Supply Chain Management Practices

Annexure G – form SBD 8. DO NOT RETYPE THESE FORMS. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

4.10. Nine – Non-Disclosure Agreement

Annexure H – Non-Disclosure Agreement. Participants must indicate clearly that they have read this agreement, and have no objections to signing it, as is.

4.11. Ten – Certificate of Independent Bid Determination

Annexure I – Certificate of Independent Bid Determination Participants. They must be completed on the original and signed, all in black ink. Forms with photocopies and/or other reproductions of signatures may be rejected.

4.12. Eleven – SLA draft version for supplier review

Annexure K – SLA draft version for supplier review. The participants must indicate clearly that they have read this agreement, and have no objections to signing it, as is. If not objections should be outlined separately in a letter. NB: all the SBD documents can be downloaded from our website - <https://www.ncr.org.za/tenders-download/current-tenders>

5. Evaluation Criteria

Proposals will be evaluated on the 80/20 preference points scoring system: that is, 80% of the points awarded will be based on price, as indicated in the table below; and 20% of the points awarded will be based on B-BBEE codes system, allocated as indicated in the table below:

| B-BBEE status level of contributor | Number of points | Price |
|------------------------------------|------------------|-------|
| Total maximum points | 20 | 80 |

Functionality will be evaluated in terms of Section 2 point 10

6. Conflict of interest

Service providers are required to provide services that are professional, objective and impartial. Service providers must ensure that there is no conflict of interest between existing assignments, obligations and responsibilities to other clients and the services set out in the TOR. In the event of any uncertainty in this regard, full disclosure in the submitted proposal should be considered. Non-disclosure of a conflict of interest may be grounds for termination of any contract.

7. Confidentiality agreement

The successful service provider may have access to confidential data or information. The appointment of a successful bidder is subject to that bidder agreeing to the contents of, and signing, the NCR's standard Non-Disclosure Agreement.

8. Contact details

This no-contact policy does not apply to any information deemed to be in the public domain, or which is readily available from organs of State, which are repositories of such information. All communications and enquiries/requests for clarification relating to this proposal should be directed to procurement@ncr.org.za.

SECTION 2

TERMS OF REFERENCE (TOR) FOR THE APPOINTMENT OF AN ADVERTISING AND MEDIA BUYING AGENCY

1. BACKGROUND

The National Credit Regulator (NCR) is the regulatory authority established in terms of the National Credit Act (NCA), with the mandate to promote and advance the social and economic welfare of South Africans, promote a fair, transparent, competitive, sustainable, responsible, efficient, effective and accessible credit market and industry, and to protect consumers.

In addition, the NCR in terms of the section 16(1) of the NCA is responsible to increase knowledge of the nature and dynamics of the consumer credit market and industry, and to promote public awareness of consumer credit matters by implementing education and information measures. Part of the strategy that the NCR employs to educate, inform, communicate its objectives, create awareness is the media.

Consumer education is a process to communicate, transfer and increase knowledge and understanding of the consumer credit matters with the intention of empowering consumers to make informed decisions and choices. The consumer education programmes of the NCR are carried out to convey messages championing consumer protection and delivered in the form of interactive and/or awareness programmes. These messages are customised accordingly and targeted for the specific audience employing modern and traditional communication channels.

2. TERMS OF REFERENCE

In light of the above, the NCR would like to procure the services of a suitably qualified and experienced service provider to provide advertising and media buying services for a period of 36 months. The scope of work below serves as a guide and is by no means exhaustive, service providers are expected to indicate value adds and the ability to provide the services as required:

- Prepare and propose various media and advertising campaign-specific communication strategies in accordance to the NCR's advertising year plan to ensure effective optimisation of "above" and "below-the-line" spend;
- Provide marketing, design and advertising services which includes, but is not limited to, ensuring that the material produced is submitted to media houses on time or is available at the relevant contact points as required within defined turn-around times (turn-around times to be agreed upon between the appointed supplier and the NCR at contract stage);
- Produce "above-the-line" and "below-the-line" materials, including design, layout, typesetting

and production (production as defined for the purpose of this bid excludes printing) according to the brief from the NCR.

- Production material should include, but is not limited to at least the following:
 - Ad hoc publication design and layout requests as specified and requested by the NCR;
 - Brochures and posters and various promotional items (collateral) for branding and marketing purposes;
 - Billboard material;
 - Window decals, registration and investigation certificates;
 - and all other NCR advertising and promotional needs as required and specified by the NCR;
 - Adhere to the NCR's corporate identity standards and with the NCR approval review such standards periodically to ensure the optimal positioning and image of the NCR;
 - Identify and recommend advertising opportunities for the NCR in line with the NCRs budget, objectives and target market;
 - Produce media schedules for agreed campaigns and activities;
 - Purchase media space and place adverts on behalf of the NCR – successful bidder should have internal capacity to perform media buying function and not outsource the function;
 - Negotiate preferential prices and placement of adverts with media houses and indicate the percentage discount that can be offered to the NCR;
 - Work under pressure and adhere to tight deadlines and short turnaround times with multiple requests from various departments within the NCR;
 - The service provider will be required to be available for work at short notice and beyond normal working hours as may be applicable to any particular project or campaign throughout the contract period;
 - Provide monthly and quarterly reports in terms of advertising spend, number of adverts placed, media used and campaigns delivered. Reports should include proof of advertising (further details of the report format will be communicated to the successful bidder);
 - Ensure that the adverts appear in the publications, online or broadcast media after placement;
 - Provide proof that approved adverts have been flighted i.e. tear sheets of all print adverts placed and audio visuals of the radio and television adverts within one week of placement of the adverts and reports supporting all media flightings;
 - Provide all electronic versions (in the specified format) of all approved NCR adverts (multimedia) to the NCR for upload to the NCR's website within one day of the advert/advertising campaign being approved.

Key Messages

The key messages to be developed by the appointed service provider will be guided by the brief provided by the NCR and will be finalized with input by the NCR. These messages will vary periodically but will primarily create awareness and educate consumers and other stakeholders on the NCA, their rights and obligations contained therein. The role and mandate of the NCR will form part of these awareness and educational messages and will be a tool to profile and promote the NCR and effectively deliver on the NCR mandate.

Target Audience

The NCR's target audience includes, but is not limited to:

- a. Consumers and prospective consumers
 - b. Parliamentarians, national and provincial government departments
 - c. NCR Registrants:
 - o Credit Bureaus
 - o Credit Providers
 - o Debt Counsellors
 - o Alternative Dispute Resolution Agents
 - o Payment Distribution Agents
 - d. Consumer groups
 - e. Ombud Schemes
 - f. Provincial Consumer Affairs Offices
 - g. Youth
 - h. Industry Associations E.g. Banking Association of South Africa (BASA), Micro Finance South Africa (MFSA), Debt Counselling Association of South Africa, etc.
 - i. Other regulators
 - j. Media
 - k. Trade Unions and Chambers of Commerce
 - l. NEDLAC
 - m. Non-Governmental Organisations (NGOs)
 - n. Tertiary institutions i.e. universities
 - o. Research houses
- 3. THE PROPOSAL**

The bidder's proposal must include the following:

- a. **Segmentation plan** on how the target market will be reached by:
- Dividing the market into workable market segments e.g. age, income, geography, customer needs etc.
- b. **Research plan**
- Post campaign analysis of the entire campaign including the mediums utilised, challenges, recommendations etc.
 - Advertising related research/Audit reports (data mining and analysis)
- c. **Advertising plan (This is applicable to shortlisted bidders ONLY)**
- Shortlisted bidders will be required, using the NCR’s Education and Communication Strategy (which will be provided by the NCR), to provide the NCR with recommendations to improve our advertising and capability and/or improve its current strategy;
 - Shortlisted bidders will be expected to present two (2) mock campaigns based on the NCR’s Education and Communication Strategy;
 - The NCR will inform shortlisted bidders on the specific campaigns on which the mock campaigns will be prepared; and
 - Campaigns should include artwork/audiovisuals, media plan/strategy, advertising plan/strategy, costing etc.
- d. **Timelines/Turnaround times**

| GENERAL ARTWORK | TIMELINES (During Working Hours/Days) |
|---|---------------------------------------|
| Pull up banners (2 layouts) | |
| Teardrop banners (2 layouts) | |
| Posters (2 layouts) | |
| Business Cards (1-50); (1 layout) | |
| Business Cards (50-200); (2 layouts) | |
| Roll fold Brochure (1 layout) | |
| Brochure 12 pager/Roll fold (1 layout) | |
| Brochure 12 pager/Roll fold (1 layout) - Vernacular | |
| A5 Flyer (1 layout) | |
| Collateral (e.g. corporate/promotional items) | |
| A5 Booklets (4 pages; including self-cover); (1 layout) | |
| Emailers (JPG & PDF format); (1 layout) | |
| Certificates (10 names - 100 names); (2 layouts) | |
| Logo design (3 options/ layouts) | |
| Digital/Web banners (1 layout) | |
| Signage | |

| | |
|---|--|
| Print Advertisements | |
| Electronic Circulars | |
| Electronic Guidelines | |
| Other Documents (Policy/Contract/EVP's etc.) | |
| CAMPAIGN ROLL OUT | TIMELINES (During Working Hours/Days) |
| Digital Campaign (digital banners only) + Concept Approval | |
| Print Campaign (Print Advertising only) + Concept Approval | |
| OOH Campaign (Print Advertising only) + Concept Approval | |
| Digital & Print + Concept Approval | |
| Digital, Print & Radio + Concept Approval | |
| Digital, Print , Radio & OOH + Concept Approval | |
| Digital, Print , Radio, OOH & OB's + Concept Approval | |
| Digital, Print , Radio, OOH & TVC + Concept Approval | |
| PITCHES | TIMELINES (During Working Hours/Days) |
| Electronic Submission (research/ Comp Analysis / focus groups/ consolidation) | |
| Drop Off Submission | |
| Presentation Proposal | |

*OOH – Out of home

* OB – Outside Broadcast

***Bidders to indicate if after hours work is an option and indicate such on the costing model

4. COSTING MODELS

For the purposes of this bid, bidders are requested to provide TWO (2) costing models:

- a. Monthly retainer costs for a period of THIRTY-SIX (36) months
- b. Detailed project based costing for a period of THIRTY-SIX (36) months

a. MONTHLY RETAINER COSTS FOR A PERIOD OF THIRTY-SIX (36) MONTHS

The monthly retainer must include all costs related to developing a fully integrated media campaign and other “above-the-line” and “below-the-line” materials, including design, layout, typesetting and production as per the Terms of Reference per year for three years. This should include costs for example creative development of campaigns and all other production and resources etc. **Please complete pricing schedule in Annexure A**

**** PLEASE NOTE: For the purposes of this bid - fully integrated campaigns include the following components: 30 second advertisements for social media; 30 second advertisements**

for television and radio; Print advertisements for outdoor, print media and online; and digital component designed to engage audience's online, e.g. social media posts, YouTube and Facebook applications; media buying management. Costs for printing material (i.e. posters, leaflets, etc.) is not required – only artwork needs to be developed.

b. DETAILED PROJECT (TIME) BASED COSTING FOR A PERIOD OF THIRTY-SIX (36) MONTHS

For the purposes of this costing scenario, bidders are requested to provide all costs relating:

- **At least 4 fully integrated campaigns**
 - Print
 - TV (SABC, DSTV, Community TV)
 - Radio (All SABC radio, community, commercial)
 - Digital
 - Outdoor
 - Social Media
 - Other advertising opportunities
- **Ad hoc campaign (also fully integrated)**
 - Print
 - TV (SABC, DSTV, community TV)
 - Radio (All SABC radio, community, commercial)
 - Digital
 - Outdoor
 - Social Media
 - Other advertising opportunities
- **Ad hoc artwork as stated in the terms of reference**
 - Produce “above-the-line” and “below-the-line” materials, including design, layout, typesetting and production (production as defined for the purpose of this bid excludes printing) according to the brief from the NCR.
 - Production material should include, but is not limited to at least the following:
 - Ad hoc publication design and layout requests as specified and requested by the NCR;
 - Brochures and posters and various promotional items (collateral) for branding and marketing purposes;
 - Billboard material;
 - Window decals, registration and investigation certificates;
 - All other NCR advertising and promotional needs as required and specified by the NCR.

For the purposes of comparison and fairness, bidders must provide estimated media placement costs based on the media platform suggested above i.e.

- **Print**
- **TV (SABC, DSTv, community TV)**
- **Radio (All SABC radio, community, commercial)**
- **Digital**
- **Outdoor**
- **Social Media**
- **Other advertising opportunities**

PLEASE NOTE:

- That the **TECHNICAL PROPOSAL** should include a description of service levels identical to those submitted in the financial proposal; however, **WITHOUT the actual financial details**. The financial details must be separate.
- That the **TECHNICAL PROPOSAL** must include the timelines/turnaround times, if afterhours work is part of the service it must be indicated, if after hours work needs to be billed it must be indicated on the costing model
- That these are just estimates, the quantities and the media may differ on a case by case basis as required by the NCR from time to time.
- Before initiating a specific campaign, the NCR will provide the agency with a creative brief after which the agency, in addition to other details, will submit a detailed budget
- Description of cost, particularly if represented as a range must be included
- The costing model templates below must be used
- Bidders should also indicate any additional information which may not be included on the templates but which is recommend/advised
- Bidders to declare any subcontractors to be used and estimate third party costs including outsourced production costs
- Costing to be categorised as follows:
 - Estimated resource costs
 - Estimated subcontractor/third party costs
 - Estimated Media Buying costs
 - Total project cost

Please complete pricing schedule in Annexure B

5. FUNCTIONALITY EVALUATION

The functionality criteria will be evaluated based on the following:

| NO. | CRITERIA | WEIGHT | SCORE |
|-----|--|--------|---|
| 1. | <p>Understanding of the NCR requirements</p> <p>The proposal should display:</p> <ul style="list-style-type: none"> • Bidder's understanding of the key requirements and expectations of the NCR; • Bidder's Experience- A minimum of 3 years track record of providing advertising and media buying services. In depth knowledge of analyzing media reports and rating them into positive, negative and neutral on a daily, weekly and monthly basis. • Previous work done in relation to the above. Proof of clientele must be provided. | 10 | <p>3 points= Less than 3 years track record.</p> <p>4 points= A minimum of 3 years track record displayed in the proposal and proof of clientele included (minimum of 2)</p> <p>5 points =Over 3 years track record displayed and proof of clientele included (anything over 2)</p> |
| 2. | <p>Methodology and approach</p> <p>Proposals must contain the details of the proposed approach to be adopted in order to deliver the service in accordance with the TOR. Bidders must provide:</p> <ul style="list-style-type: none"> • Project Execution Plan or Framework including amongst others; <ul style="list-style-type: none"> ➤ An indication of ability to meet the TORs under tight deadlines; including the turnaround time for routine requests, ad hoc requests and emergency requests (including after-hours requests); ➤ Tools to be used in providing some of these services; ➤ High-level overview on the reports to be submitted to the NCR; ➤ Segmentation plan; and ➤ Research plan. | 40 | <p>3 Points=Proposed approach without the following:</p> <ul style="list-style-type: none"> -indication of turnaround times, -indication of tools to be used, -high-level template of reports -segmentation and research plan. <p>4 points=Proposed approach to contain the following:</p> <ul style="list-style-type: none"> -indication of turnaround times, |

| | | | |
|------------------|---|------------------|--|
| | | | <p>-indication of tools to be used, -high-level template of reports -segmentation and research plan.</p> <p>5 points= Proposed approach to contain the following: -indication of turnaround times, -indication of tools to be used, -high-level template of reports, -segmentation and research plan, -Approach specifically customized for NCR displaying innovation by bidder.</p> |
| <p>3.</p> | <p>Capacity Proposals should make clear the <u>relevant skills, capacity and experience</u> of the participant, in respect of this particular TOR:</p> <ul style="list-style-type: none"> • Capacity and resources available to undertake this project; • The advertising and media buying experience of the company including demonstrated practical experience – Minimum of 3 years of experience; • The relevant skills level of the entire proposed project team. Brief CV's of the team members indicating amongst others their | <p>30</p> | <p>3 points =non submission or submission of a proposal without: -An indication of capacity and resources of the bidder, -CVs of the team members which meet the requirements inclusive of the project leader's experience, -Demonstrated practical experience of the bidder (minimum of 3 years)</p> <p>4 points = Proposal to contain:</p> |

| | | | |
|----|---|----|---|
| | <p>qualifications and experience in the advertising and media buying.</p> <ul style="list-style-type: none"> • Project leader- 3 years' experience in media monitoring and relevant qualifications. | | <p>-An indication of capacity and resources of the bidder, -CVs of the team members which meet the requirements inclusive of the project leader's experience, -Demonstrated practical experience of the bidder (minimum of 3 years).</p> <p>5 points = Proposal to contain: -An indication of capacity and resources of the bidder, -CVs of the team members which meet the requirements inclusive of the project leader's experience (over 3 years demonstrated experience), -Demonstrated practical experience of the bidder (Over 3 years)</p> |
| 4. | <p>References</p> <p>Contact details of at least three (3) references from amongst recent clients with whom similar work has been conducted in the past 24 Months. The bidder must provide the reference letters indicating the contact details (Tel. No and email address of the relevant contact person).</p> | 20 | <p>3 Points = non submission, irrelevant submission, less than 3 reference letters.</p> <p>4 Points = 3 reference letters for the specified period.</p> <p>5 Points = more than 3 reference letters for the specified period.</p> |

Bidders are required to score a minimum of **70%** points on functionality to **qualify to be invited to do a presentation to the Evaluation panel**. Bidders will be required to present a mock advertising campaign based on NCR's spend wisely/borrow wisely messages. Further information and campaign specifics will be communicated with shortlisted bidders. Bidders who do not score the minimum of **70%** points will be disqualified and not be evaluated on **BBEE and price**.

1. Additional information/documents to be submitted

- Brief company profile, as relevant to the above mentioned terms of reference.
- Experience in the relevant areas and Clientele
- All sub-contractor information (if applicable) needs to be disclosed in the proposal by the bidder for e.g. BEE certificate, SARS Tax Clearance etc.
- **NB: The BEE level of the sub-contractor (if applicable) needs to be equivalent to that of the bidder.**
- CV/Resumes of the technicians, highlighting experience relevant to this exercise. Individual CVs should not exceed 3 pages along with confirmation that the proposed team members will in fact be available to undertake this exercise at the appropriate time.
- Financial proposal- full and detailed pricing must be on the company's letter head and signed off by the delegated and authorised person, the total cost must link to SBD 3.1 attached.

ANNEXURE A – RETAINER PRICING SCHEDULE

a. ESTIMATED RESOURCE COSTS

| SCOPE | | SERVICE DESCRIPTION | | RATE PER HOUR | | |
|-----------------------------|--|---------------------|-----------------------------|---------------|-----------------------------|--|
| ELEMENTS | | | JUNIOR RESOURCES | | SENIOR RESOURCES | |
| | | MANAGEMENT | | | | |
| Client Services Director | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| | | | | | | |
| | | CLIENT SERVICES | | | | |
| Senior Account Manager | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| | | | | | | |
| Account Manager | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | | | | |

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|--------------------------|--|--|-----------------------------|--|-----------------------------|--|
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Account Executive | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| STRATEGY / PLANNING | | | | | | |
| Media strategist | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Media planner / buyer | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Researcher | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 | | TOTAL YEAR 2 | |

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|---|--|--|-----------------------------|--|-----------------------------|--|
| | | | (incl. VAT) | | (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| CREATIVE | | | | | | |
| Creative Director | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Senior Multi-Media Designer & 3D Animator | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Writer | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Proof-reader | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |

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|-------------------|--|--|-----------------------------|--|-----------------------------|--|
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Art Director | | | | | | |
| Graphic Designer | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| DTP | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| PRODUCTION | | | | | | |
| Traffic | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Production | | | | | | |

| | | | | | | |
|-------------------------|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|--|
| Manager | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Production Assistant | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| Driver | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | | |
| EVENTS AND ACTIVATIONS | | | | | | |
| Project management | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | | |

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|--|--|--|-----------------------------|--|-----------------------------|
| Please detail other costs | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) |
| CONSOLIDATED TOTAL YEAR 1 (incl. VAT) | | | | | |
| CONSOLIDATED TOTAL YEAR 2 (incl. VAT) | | | | | |
| CONSOLIDATED TOTAL YEAR 3 (incl. VAT) | | | | | |

b. ESTIMATED SUBCONTRACTOR/THIRD PARTY COSTS

ESTIMATED SUBCONTRACTOR/THIRD PARTY COSTS INCLUDING OUTSOURCED PRODUCTION COSTS

| DESCRIPTION OF SERVICE | UNIT COST | TOTAL COST YEAR 1 (incl. VAT) | TOTAL COST YEAR 2 (incl. VAT) | TOTAL COST YEAR 3 (incl. VAT) |
|--|-----------|-------------------------------------|-------------------------------------|-------------------------------------|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| 4. | | | | |
| CONSOLIDATED TOTAL YEAR 1 (incl. VAT) | | | | |
| CONSOLIDATED TOTAL YEAR 2 (incl. VAT) | | | | |
| CONSOLIDATED TOTAL YEAR 3 (incl. VAT) | | | | |

c. TOTAL RETAINER COST

| TOTAL RETAINER COST | | | |
|--|--|--|--|
| DESCRIPTION | TOTAL COST YEAR 1 (incl. VAT) | TOTAL COST YEAR 2 (incl. VAT) | TOTAL COST YEAR 3 (incl. VAT) |
| Estimated resource costs | | | |
| Estimated subcontractor/third party costs | | | |
| CONSOLIDATED TOTAL YEAR 1 (incl. VAT) | | | |
| CONSOLIDATED TOTAL YEAR 2 (incl. VAT) | | | |
| CONSOLIDATED TOTAL YEAR 3 (incl. VAT) | | | |
| | | | |
| TOTAL RETAINER COST (incl. VAT) | | | |

ANNEXURE B – PROJECT BASED PRICING SCHEDULE

a. ESTIMATED RESOURCE COSTS

| SCOPE | | SERVICE DESCRIPTION | RATE PER HOUR | | | |
|-----------------------------|--|------------------------|-----------------------------|--|-----------------------------|--|
| ELEMENTS | | | JUNIOR RESOURCES | | SENIOR RESOURCES | |
| | | MANAGEMENT | | | | |
| Client Services Director | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| | | | | | | |
| | | CLIENT SERVICES | | | | |
| Senior Account Manager | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| | | | | | | |
| Account Manager | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 | | TOTAL YEAR 3 | |
| | | | | | | |

| | | | | | | |
|--------------------------|--|--|-----------------------------|--|-----------------------------|--|
| | | | (incl. VAT) | | (incl. VAT) | |
| Account Executive | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| STRATEGY / PLANNING | | | | | | |
| Media strategist | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Media planner / buyer | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Researcher | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |

| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
|---|--|--|-----------------------------|--|-----------------------------|--|
| CREATIVE | | | | | | |
| Creative Director | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Senior Multi-Media Designer & 3D Animator | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Writer | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Proof-reader | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 | | TOTAL YEAR 2 | |

| | | | | | | |
|-----------------------|--|--|-----------------------------|--|-----------------------------|--|
| | | | (incl. VAT) | | (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Art Director | | | | | | |
| Graphic Designer | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| DTP | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| PRODUCTION | | | | | | |
| Traffic | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Production Manager | | | | | | |
| | | | TOTAL YEAR 1 | | TOTAL YEAR 1 | |

| | | | | | | |
|-------------------------|--|--|-----------------------------|--|-----------------------------|--|
| | | | (incl. VAT) | | (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Production Assistant | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Driver | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| EVENTS AND ACTIVATIONS | | | | | | |
| Project management | | | | | | |
| | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| Please detail other | | | | | | |

| | | | | | | |
|--|--|--|-----------------------------|--|-----------------------------|--|
| costs | | | TOTAL YEAR 1 (incl. VAT) | | TOTAL YEAR 1 (incl. VAT) | |
| | | | TOTAL YEAR 2 (incl. VAT) | | TOTAL YEAR 2 (incl. VAT) | |
| | | | TOTAL YEAR 3 (incl. VAT) | | TOTAL YEAR 3 (incl. VAT) | |
| CONSOLIDATED TOTAL YEAR 1 (incl. VAT) | | | | | | |
| CONSOLIDATED TOTAL YEAR 2 (incl. VAT) | | | | | | |
| CONSOLIDATED TOTAL YEAR 3 (incl. VAT) | | | | | | |

b. ESTIMATED SUBCONTRACTOR/THIRD PARTY COSTS

ESTIMATED SUBCONTRACTOR/THIRD PARTY COSTS INCLUDING OUTSOURCED PRODUCTION COSTS

| DESCRIPTION OF SERVICE | UNIT COST | TOTAL COST YEAR 1 (incl. VAT) | TOTAL COST YEAR 2 (incl. VAT) | TOTAL COST YEAR 3 (incl. VAT) |
|--|-----------|-------------------------------------|-------------------------------------|-------------------------------------|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| 4. | | | | |
| CONSOLIDATED TOTAL YEAR 1 (incl. VAT) | | | | |
| CONSOLIDATED TOTAL YEAR 2 (incl. VAT) | | | | |
| CONSOLIDATED TOTAL YEAR 3 (incl. VAT) | | | | |

c. ESTIMATED MEDIA BUYING COSTS

| ESTIMATE ADVERTISING RATES – MEDIA BUYING | | | | |
|--|--|--------------------------------------|--------------------------------------|--------------------------------------|
| DESCRIPTION | Media and programme (any other detail to explain agency negotiating/discounting capacity, conditions of rate etc. please use Annexes to explain detail) | TOTAL COST YEAR 1 (incl. VAT) | TOTAL COST YEAR 2 (incl. VAT) | TOTAL COST YEAR 3 (incl. VAT) |
| PRINT | | | | |
| Colour full page print Newspaper (broadsheet) | | | | |
| Colour full page print Newspaper (tabloid) | | | | |
| Colour full page print magazine | | | | |
| Colour half page print Newspaper (broadsheet) | | | | |
| Colour half page print Newspaper (tabloid) | | | | |
| Colour half page print magazine | | | | |
| TELEVISION | | | | |
| 30 second advertising slot SABC | | | | |
| 30 second advertising slot DSTV | | | | |
| 30 second advertising slot Community TV | | | | |
| RADIO | | | | |
| 30 second advertising slot SABC | | | | |
| 30 second advertising slot community | | | | |
| 30 second advertising slot commercial | | | | |
| DIGITAL | | | | |
| Display | | | | |
| Native | | | | |
| SEM | | | | |
| SEO | | | | |
| Video | | | | |
| OUTDOOR | | | | |
| Billboards (static) | | | | |
| Billboards (digital) | | | | |
| Wall murals | | | | |
| Mall media | | | | |
| Transit media | | | | |

| | | | | |
|--|--|--|--|--|
| Airport media | | | | |
| SOCIAL MEDIA | | | | |
| Facebook | | | | |
| Twitter | | | | |
| Instagram | | | | |
| Reddit | | | | |
| OTHER | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| CONSOLIDATED TOTAL YEAR 1 (incl. VAT) | | | | |
| CONSOLIDATED TOTAL YEAR 2 (incl. VAT) | | | | |
| CONSOLIDATED TOTAL YEAR 3 (incl. VAT) | | | | |

d. TOTAL PROJECT COST

| TOTAL PROJECT COST | | | |
|--|--|--|--|
| DESCRIPTION | TOTAL COST YEAR 1 (incl. VAT) | TOTAL COST YEAR 2 (incl. VAT) | TOTAL COST YEAR 3 (incl. VAT) |
| Estimated resource costs | | | |
| Estimated subcontractor/third party costs | | | |
| Estimated Media Buying costs | | | |
| CONSOLIDATED TOTAL YEAR 1 (incl. VAT) | | | |
| CONSOLIDATED TOTAL YEAR 2 (incl. VAT) | | | |
| CONSOLIDATED TOTAL YEAR 3 (incl. VAT) | | | |
| TOTAL PROJECT COST (incl. VAT) | | | |