



SPORT, ARTS & CULTURE

Department:  
Sport, Arts and Culture  
REPUBLIC OF SOUTH AFRICA

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SCM Enquiries : Mr.O Phophi

Tel : 012 441 3418

Reference: OPRFQ 6

## REQUEST FOR QUOTATION: GETTING THE NATION PHYSICALLY ACTIVE - APRIL TO MAY 2023 RFQ

### REQUIRED BY: DEPARTMENT OF SPORT, ARTS & CULTURE

1. Kindly furnish the Department with quotation for the above mentioned subject, bidders are requested to submit their quotation together with SBD 4, SBD 6.1 forms are attached for completion.
2. Preferential procurement regulation 2022 will apply. The 80/20 preference point system will be used to calculate for price, BBBEE and specific goals as per SDB 6.1 attached.

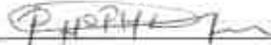
NB: Bidders are required to submit Valid BBBEE Certificate or Sworn affidavit to claim BBBEE points. In terms of the specific goals, bidders are required to submit supporting document that indicates shareholder ownership and percentage to the company, certified Id copy/copies of shareholder/s and proof of disability to be able to claim the points. Failure to submit the required documents will result in 0 points allocated on specific goals.

3. These forms must be returned with your quotation to the following e-mail address:

OfhaniP@dsac.gov.za

The closing date: 14 April 2023

Closing time: 11:30 am

Signature: 

Date: 04/04/2023



**RFQ SPEC: MARKETING**  
**PROGRAMME: GETTING THE NATION PHYSICALLY ACTIVE - APRIL TO MAY 2023 RFQ**  
**DIRECTORATE: MARKETING**  
**SUBMITTED BY: NNANIKI MALESA**  
**DATE: 2023 APRIL 03**

### **1. BRIEF TO BIDDERS**

Bidders who are responsible for conceptualising and implementing marketing campaigns - by briefing and running campaigns using community engagement managers to promote events that are run in hybrid, physical and or virtual environments are being asked to respond to this RFQ.

April and May 2023 sees us dramatising the months Freedom and Africa month. Key to these months will see the nation being reminded through the regular engagement content plan to become a socially cohesive and healthy nation. Of imperative importance is dramatising the key messages of the two months during the 2023 activations - especially what is said by the Instructors during the 2 months.

April to May 2023 will see the campaign I Choose 2 B Active continue to dramatise a beyond the conversation action plan which dramatises the following:

The importance of adopting physical active habits which empower one to learn to love yourself - body and mind.

Provision of an enabling environment for encouraging adoption of a physically active lifestyle

Please note that the service provider appointed will serve to ensure appointment of the I Choose 2 B Active Instructor team to execute the duties of running the classes as well driving influencer marketing through the delivery of a set of activities and which should form part of the Content Plan for April - May 2023 in these key areas:

3.1 Virtual Gym Mobilisation Drive

3.2 Citizenry Engagement Communication through SMS and Whatsapp

3.3 Community Database Growth of I Choose 2 B Active OCP (Online Community Platform)

3.4 Content Planning Curation and Production to promote Freedom Month, Africa Month and Move 4 Health key messaging.

Key to note is there continued employment of youth through this programme so as to contribute in mitigating the unemployment which is currently rife in the country.

Thus the fitness instructors as well as team producing marketing collateral must be mostly through the utilisation of those who are currently noted as youth in this country - as this community is marginalised and this enables addressing youth unemployment in the country.

### **2. APRIL - MAY 2023 OBJECTIVES OF THE I CHOOSE 2 B ACTIVE ACTIVATIONS**

The series of activations scheduled for the month of April - May 2023 must foster promotion of accountability to each and every South African citizen to consciously drive this 5-pronged key messaging on encouraging South Africans to:

- Participate in government's offering of the Virtual Gym Classes weekly as a way of committing to physical active positive habits
- Commit to a routine of weekly walking - 30 minutes or 5km walks at least 3 times a week
- Host the National Day Virtual Gym Class of April 2023
- Encourage others to also improve their health and wellness through participation in the weekly gym sessions and or walking schedule on offer.
- Be part of our Accountability partners in the I Choose 2 B Active community by joining and encouraging others to also join the I Choose 2 B Active OCP (Online Community Platform)

### **3. SCOPE OF SPEC TO BIDDERS**

Bidders interested to respond with quotations must note the following:

- Quotation is for payment of services over a period of two months - for April to May 2023
- Payment of the team activating the work at hand must cater for both month of work done
- Service provider appointed must ensure payment of the appointed team across both the months under which services are expected.
- Quotation must respond to the deliverables & outline costs for delivery of 3.1 to 3.5 as well as show costings for project management fee of the work done.



SCOPE	ACTIVITY	DELIVERABLES	TANIGBLE MEASURE- MENTS
3.1	Virtual Gym Mobilisation Drive	<p>Procurement of fitness instructors for the full scope of April and May months of 2023 with procurement of 5 Fitness Instructors with proof of qualifications as group fitness Instructors will be expected to deliver:</p> <ul style="list-style-type: none"> <li>• 5 Virtual Classes per week from Monday to Friday</li> <li>• Classes must be streamed on Zoom, Instagram, Facebook and TikTok daily from Monday - Friday.</li> <li>• 3 classes per week run physically from the DSAC Pretoria Wellness Centre</li> <li>• To record 3-5 minutes workout videos that shows delivery of various exercises representing the quick-wins of exercising under 5 - 15 minutes</li> <li>• Gym Manager to manage and coordinate the instructors' schedule, develop Virtual Gym Theme script for April and May 2023 as well as also host one of the 5 gym classes</li> <li>• Zoom Platform subscription for hosting classes</li> <li>• Instructors will be expected to procure their own music for their classes and advise</li> <li>• SAMRA to be paid for all music usage rights used by Instructors by service provider</li> </ul>	<ul style="list-style-type: none"> <li>• 5 Instructors</li> <li>• 5 virtual Classes weekly</li> <li>• 3 physically run classes</li> <li>• 5 videos recorded per instructor promoting the theme of April and May 2023</li> <li>• Gym Manager</li> <li>• Gym Manual and Gym Script for April - May 2023</li> <li>• Zoom platform subscription</li> <li>• SAMRA payments for music rights usage during classes by instructors</li> </ul>
3.2	Citizenry Engagement Communication through SMS and Whatsapp	<p>I Choose 2 B Active has a WhatsApp line meant for engaging with communities - bidder to ensure activation of:</p> <p>Community engagement Procurement of SMS Airtime Bundle for:</p> <ul style="list-style-type: none"> <li>• Sending out of weekly SMS to at least 6000 VIP registered members of I Choose 2 B Active</li> <li>• Sending out whatsapp communication</li> </ul>	<ul style="list-style-type: none"> <li>• SMS Weekly send out for 4 weeks to 6k numbers</li> <li>• to note that this will be for 2 months</li> </ul>
3.3	Community Database Growth of I Choose 2 B Active OCP (Online Community Platform)	<p>Management of the Community Database Growth of I Choose 2 B Active OCP:</p> <p>Sending out weekly emails to VIP registered</p> <p>Procuring the services of Analytics Officer to monitor analytics of the platform, Generate reports, Activate AdSense adverts through SEO/Key Words activation</p> <p>Procure services of OCP developer and OCP Designer to update the changes resulting from recommendations of the Analytics Report</p>	<p>Analytics Report</p> <p>Analytics Officer</p> <p>OCP Developer</p> <p>OCP Designer</p> <p>Ad Sense paid-for advertising in response to Key Words amplification</p>
3.4	Content Planning Curation and Production	<p>Procurement of Content Planning Team whose role is curate and distribute the content produced to promote the 2 months' themes:</p> <p>1 Project Content Curator - to develop the content plan for April - May 2023</p> <p>2 Community Engagement Coordinators - to promote content on social media platforms of WhatsApp, TikTok, YouTube, FaceBook, Instagram, Twitter.</p> <p>Video Editor - to record video content in line with content plan</p> <p>Video Animator - who works with the Editor in the compilation of the AV produced to promote the ABC's of Fitness</p>	<p>The services expected of the following personnel:</p> <ul style="list-style-type: none"> <li>• 2 Community engagement Coordinators</li> <li>• 1 Content Curator</li> <li>• 1 Project Coordinator</li> <li>• 1 Video Editor</li> <li>• 1 Video Animator</li> </ul>



#### **4. CRITERIA OF QUOTES SUBMISSION**

The service providers submitting quotations must:

- Be willing to attend daily meetings which take place with influencers (often these happen in the evenings to accommodate the virtual gym class instructors who run classes during the day)
- Must develop and implement the content plan to be delivered for the month of April - May 2023 to highlight the benefits of the campaign messaging
- Must manage the processes unfolding and ensure briefings for all relevant collateral being procured
- Must ensure payments to all influencers by end of the month - so as to mitigate likely negative backlash on social media platforms of non-payments.

The bidder submitting quotations must meet the following criteria:

Criteria	Weight	Value Rating Points
<p><b>3.1 <u>EXPERIENCE IN RENDERING A SIMILAR SERVICE</u></b></p> <p>Required submission:            All bidders must have relevant experience in their businesses' undertaking of marketing activations driving influencer marketing before (not procurement of branding or apparel - influencer marketing)            Provide reference of organisation, reference number and name of personnel to contact in this regard</p> <p>In order to substantiate the above the service provider must provide:</p> <ul style="list-style-type: none"> <li>• A list of the client/s and attach the reference letters outlining undertaking of marketing activations involving influencer marketing content planning delivery</li> <li>• Letters of reference must be provided of previous or existing clients not more than 5 years old.</li> </ul> <p><u>Submission thereof assessed as follows:</u></p> <ul style="list-style-type: none"> <li>• 0 reference letter of contract successfully delivered for the above = Poor serving as non-compliant</li> <li>• 1 reference letter of contract successfully delivered for the above = Average</li> <li>• 2 reference letters contracts successfully delivered = Above average</li> <li>• 3 + reference letters of contracts successfully delivered and above = Good</li> </ul> <p>Please note DSAC has the jurisdiction of contacting the aforesaid references for further clarification so contact details must be provided for with the letters</p>	40	0 - 10= Poor 10 -20 = average 20 - 30 = above average 30 - 40 = good



Criteria	Weight	Value Rating Points
<p><b>3.2</b> <b><u>PROOF OF AUDIO VISUAL CONTENT CURATED</u></b></p> <p><b>Required submission:</b> All bidders must showcase ability to execute audio-visual content for purposes of Digital Marketing In order to substantiate the above the service provider must provide:</p> <ul style="list-style-type: none"> <li>• A reel of 2-3 60 seconds - 2 minutes video clips curated for social media purposes</li> <li>• Reels produced for video curated content for promotion on TikTok, Instagram and Youtube platforms</li> </ul> <p><b>Submission thereof assessed as follows:</b></p> <ul style="list-style-type: none"> <li>• No Provision of reel showing credibility of competency in social media video production clips = Poor</li> <li>• Provision of reel for proof as delivered by bidder and supported by reference letter already supplied = Good</li> </ul>	30	0-6 = Poor 24-30= good
<p><b>3.3</b> <b><u>INFLUENCER MARKETING EXPERINCE - MARKET-ING TECHNICAL EXPERTISE</u></b></p> <p><b>Required submission - Influencer Marketing Experience</b> All bidders must showcase ability to develop and implement projects marketing content plans for digital marketing activations. In order to substantiate the above the service provider must provide:</p> <ul style="list-style-type: none"> <li>• A sample of a developed marketing content plan produced by the bidder's organisation and as substantiated in the reference letter supplied.</li> </ul> <p><b>Submission thereof assessed as follows:</b></p> <ul style="list-style-type: none"> <li>• No Provision of marketing content plan showing credibility of competency = Poor</li> <li>• Provision of 1 marketing content plan showing credibility of competency as delivered by bidder and supported by reference letter already supplied = Good</li> </ul>	30	0-6 = Poor 24-30= Good
<b>TOTAL</b>		<b>100</b>

Quotations will be evaluated on two stages. 80/20 preference point system will apply

**Stage 1**

Technical Functionality

Prospective bidders will have to score at least 70 out of 100 points allocated for functionality

**Stage 2**

Price and BBEE

**WRITTEN ENQUIRIES**

SCM Enquiries - please contact 012 441 3000

Nnaniki Malesa

071 350 9125 - WhatsApp Only

Email [nnanikim@dsac.gov.za](mailto:nnanikim@dsac.gov.za)

[queenm@dsac.gov.za](mailto:queenm@dsac.gov.za)

## BIDDER'S DISCLOSURE

### 1. PURPOSE OF THE FORM

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

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

### 2. Bidder's declaration

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

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State Institution

2.2 Do you, or any person connected with the bidder, have a relationship

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

with any person who is employed by the procuring institution? **YES/NO**

**2.2.1** If so, furnish particulars:

.....  
.....

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

**2.3.1** If so, furnish particulars:

.....  
.....

**3 DECLARATION**

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

- 3.1** I have read and I understand the contents of this disclosure;
- 3.2** I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.3** The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium<sup>2</sup> will not be construed as collusive bidding.
- 3.4** In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.4** The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.5** There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring

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

institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.

3.6 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....  
Signature Date

.....  
Position Name of bidder

**PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL  
PROCUREMENT REGULATIONS 2022**

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

**NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022**

**1. GENERAL CONDITIONS**

1.1 The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and
- the 90/10 system for requirements with a Rand value above R50 000 000 (all applicable taxes included).

1.2 **To be completed by the organ of state**

*(delete whichever is not applicable for this tender).*

- a) The applicable preference point system for this tender is the 80/20 preference point system.

1.3 Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and  
(b) Specific Goals.

1.4 **To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	POINTS
<b>Price</b>	<b>80</b>
<b>Specific goals</b>	<b>20</b>
<b>Total points for price and specific goals</b>	<b>100</b>

1.5 Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

1.6 The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

## 2. DEFINITIONS

- (a) "tender" means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) "price" means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) "rand value" means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) "tender for income-generating contracts" means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) "the Act" means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

## 3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

### 3.1. POINTS AWARDED FOR PRICE

#### 3.1.1 THE 80/20 OR 90/10 PREFERENCE POINT SYSTEMS

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \\ \mathbf{Ps} = \mathbf{80} \left( \mathbf{1} - \frac{\mathbf{Pt} - \mathbf{P min}}{\mathbf{P min}} \right) & \mathbf{or} & \mathbf{Ps} = \mathbf{90} \left( \mathbf{1} - \frac{\mathbf{Pt} - \mathbf{P min}}{\mathbf{P min}} \right) \end{array}$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

### 3.2. FORMULAE FOR DISPOSAL OR LEASING OF STATE ASSETS AND INCOME GENERATING PROCUREMENT

#### 3.2.1. POINTS AWARDED FOR PRICE

A maximum of 80 or 90 points is allocated for price on the following basis:

$$\begin{array}{ccc} \mathbf{80/20} & \mathbf{or} & \mathbf{90/10} \\ \\ \mathbf{Ps} = \mathbf{80} \left( \mathbf{1} + \frac{\mathbf{Pt} - \mathbf{P max}}{\mathbf{P max}} \right) & \mathbf{or} & \mathbf{Ps} = \mathbf{90} \left( \mathbf{1} + \frac{\mathbf{Pt} - \mathbf{P max}}{\mathbf{P max}} \right) \end{array}$$

Where

- Ps = Points scored for price of tender under consideration
- Pt = Price of tender under consideration
- Pmax = Price of highest acceptable tender

**4. POINTS AWARDED FOR SPECIFIC GOALS**

4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:

4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 or 90/10 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—

- (a) an invitation for tender for income-generating contracts, that either the 80/20 or 90/10 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or
- (b) any other invitation for tender, that either the 80/20 or 90/10 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system,

then the organ of state must indicate the points allocated for specific goals for both the 90/10 and 80/20 preference point system.

**Table 1: Specific goals for the tender and points claimed are indicated per the table below.**

*(Note to organs of state: Where either the 90/10 or 80/20 preference point system is applicable, corresponding points must also be indicated as such.)*

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

The specific goals claim points in terms of this tender	Number of points allocated (90/10 system) (To be completed by the organ of state)	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (90/10 system) (To be completed by the tenderer)	Number of points claimed (80/20 system) (To be completed by the tenderer)
<b>B-BBEE Status level of Contributor</b>		<b>10</b>		

1		10		
2		9		
3		8		
4		5		
5		4		
6		3		
7		2		
8		1		
Non-compliant contributor		0		
<b>Specific goals</b>		<b>10</b>		
Women		4		
Youth		4		
People living with Disabilities		2		

**DECLARATION WITH REGARD TO COMPANY/FIRM**

4.3. Name of company/firm.....

4.4. Company registration number: .....

4.5. TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
  - One-person business/sole propriety
  - Close corporation
  - Public Company
  - Personal Liability Company
  - (Pty) Limited
  - Non-Profit Company
  - State Owned Company
- [TICK APPLICABLE BOX]

4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:

- i) The Information furnished is true and correct;
- ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
- iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
- iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in

addition to any other remedy it may have –

- (a) disqualify the person from the tendering process;
- (b) recover costs, losses or damages it has incurred or suffered as a result of that person's conduct;
- (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
- (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
- (e) forward the matter for criminal prosecution, if deemed necessary.

.....	
<b>SIGNATURE(S) OF TENDERER(S)</b>	
<b>SURNAME AND NAME:</b>	.....
<b>DATE:</b>	.....
<b>ADDRESS:</b>	.....
	.....
	.....
	.....