

From: Twaha Kakaire <twaha@ctaspace.com>
Date: Saturday, 23 September 2023 at 13:54
To: Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>, Martin Kiarie <martin@bean.co.ke>
Cc: Zeenat Steenkamp <zeenat.steenkamp@mcsaatchiabel.co.za>, Deborah Alinda <deborah@ctaspace.com>, CTA Accounts <accounts@ctaspace.com>
Subject: Re: Project Yellow | Upcoming Pitch | Bean Group Markets

Hi Nival,

Hoping you're well!

Coming back to you with the rate card, signed MOU and capability matrix for CTA Space zipped up and attached. Will be steadily waiting for next steps.

Looking forward.

Rgds,

Twaha Kakaire
MANAGING DIRECTOR



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From: Zeenat Steenkamp <zeenat.steenkamp@mcsaatchiabel.co.za>
Date: Wednesday, 27 September 2023 at 16:27
To: Twaha Kakaire <twaha@ctaspace.com>, Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>, Martin Kiarie <martin@bean.co.ke>
Cc: Deborah Alinda <deborah@ctaspace.com>, CTA Accounts <accounts@ctaspace.com>
Subject: Re: Project Yellow | Upcoming Pitch | Bean Group Markets

Hi Twaha

I hope you're having a good Wednesday.

It's nice to e-meet you.

Thank you so much for getting back to us. The file seems to be empty when trying to uncompress the folder, could we ask for you to resend it?

Regards,
Zeenat Steenkamp

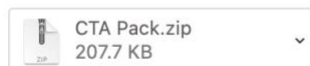
Re: Project Yellow | Upcoming Pitch | Bean Group Markets



✉ **Twaha Kakaire** <twaha@ctaspace.com>

Wednesday, 27 September 2023 at 16:58

To: Zeenat Steenkamp; Nival Maharaj; Martin Kiarie; **Cc:** ✉ Deborah Alinda; CTA Accounts ▾



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Hi Zeenat,

Was so sure all the docs were in! Shame!! Sorry about that!
I've reattached the folder for you – kindly confirm!?

Otherwise, great to e-meet you too and looking forward to a fluid collaboration.

Rgds,

Twaha Kakaire
MANAGING DIRECTOR



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From: Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>

Date: Monday, 13 May 2024 at 11:14

To: damilola.adeyemi@sou.com.ng <damilola.adeyemi@sou.com.ng>, Udeme Ufot <udeme.ufot@sou.com.ng>, m.sidahmed@kindlesolutions.net <m.sidahmed@kindlesolutions.net>, o.elrasheed@kindlesolutions.net <o.elrasheed@kindlesolutions.net>, b.eljaily@kindlesolutions.net <b.eljaily@kindlesolutions.net>, Alex Barry <alex.barry@agence6sens.fr>, marielaure.kone@agence6sens.fr <marielaure.kone@agence6sens.fr>, tatiana.agbo@agence6sens.fr <tatiana.agbo@agence6sens.fr>, justin.darkwah@rezultz4u.com <justin.darkwah@rezultz4u.com>, joel.nettey@rezultz4u.com <joel.nettey@rezultz4u.com>, david.otoomensah@rezultz4u.com <david.otoomensah@rezultz4u.com>, joan@illume-cs.com <joan@illume-cs.com>, Twaha Kakaire <twaha@ctaspace.com>, peter_armstrong@fulcrumzambia.com <peter_armstrong@fulcrumzambia.com>, ray_phiri@fulcrumzambia.com <ray_phiri@fulcrumzambia.com>, russelle.kikoeng@cyclonepartners-invest.com <russelle.kikoeng@cyclonepartners-invest.com>, CTA Accounts <accounts@ctaspace.com>

Cc: Dylan Kruger <dylan@mcsaatchigroup.co.za>

Subject: MTN Next Steps- Key requirements and things to keep in mind

Y'ello partners,

Trust that you all had a great weekend and are set up for a good one ahead.

As we have been engaging with the MTN team, we have been learning and understanding more about the requirements as we go along. We will keep sharing info with you all as this comes through.

In the meantime, a few key things that we please require a response on and a few things to keep in mind Please see below.

Please don't 'reply to all' and reply back to me only with your relevant teams cc'd.

1. Conflict Business

- While we have already confirmed this before with your teams, we just want to triple check.
- Please confirm that you don't have any telecommunication business that your agency works on that would be in conflict with MTN.

Deadline: Wednesday 15 May

2. Ownership Information

Please complete the below table reflecting your company's ownership structure and information:

Local Ownership in your country	%
Black Ownership	%
Female Ownership	%

Deadline: Wednesday 15 May

3. Key Contact Information

As we understand more about MTN's requirements, we are building a contact list of all key people to help streamline communication.

Please complete the below contact information for your team (we will then match up relevant team mates on our side for easy contact sharing):

Role	Name & Surname	Email	Cell no (please include dialing code)
Managing Director			
CEO			
Head of Finance			
Head of Media (if you have)			
Head of Operations (if you have)			
Head of Digital (if you have)			
Head of Strategy			
Head of Creative			
Head of Tech / IT (if you have or someone equivalent)			

Please feel free to share any other contact details of Team mates you would like us to include in any comms regarding MTN.

Deadline: Wednesday 15 May

4. PR & External Communication

- As a number of details are still being finalised, we please ask that your agencies or individuals not share any communication externally (be this through social media or press). Should you feel that you do need to put out any communication for any reason, please share with us first for approval before release, as there are certain sensitivities around what can, can't or should be communicated.
- Should you pick up on any external communication regarding the pitch in your market from individuals, journalists or news sites, please share this with us as well.
- At this stage we need to maintain the reputations of all involved including MTN, their incumbent agencies, our agency group and all of us as affiliates. Appreciate your understanding around this.

5. Comms with MTN clients

- Some of you may already start being contact by the MTN Opcos within your market directly.
- Please do keep us updated and informed of these activities and meetings.

6. Pitch deck, Brand Documents, Onboarding next steps

- A number of you are excited to see the pitch deck and work and have requested that we share this. We are not able to share as yet but soon as we are given the go-ahead we will share an information pack with you all including the pitch deck, brand documents, ways of working, onboarding and any other next steps. Thank you for your patience with this.

Look forward to hearing back.

Thank you,

Nival

Nival Maharaj

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Re: MTN Next Steps- Key requirements and things to keep in mind



Twaha Kakaire <twaha@ctaspace.com>

Wednesday, 15 May 2024 at 15:56

To: Nival Maharaj; Cc: CTA Accounts; Patience Musimenta

Y'ello Nival,

Hoping you're well!

Thanks for picking the call without prior appointment! Please look at response in green text.

1. Conflict Business

- While we have already confirmed this before with your teams, we just want to triple check.
- Please confirm that you don't have any telecommunication business that your agency works on that would be in conflict with MTN.

Deadline: Wednesday 15 May

CTA Space has no telecommunication client in conflict with MTN.

2. Ownership Information

Please complete the below table reflecting your company's ownership structure and information:

Local Ownership in your country	100%
Black Ownership	100%
Female Ownership	33%

Deadline: Wednesday 15 May

3. Key Contact Information

As we understand more about MTN's requirements, we are building a contact list of all key people to help streamline communication.

Please complete the below contact information for your team (we will then match up relevant team mates on our side for easy contact sharing):

Role	Name & Surname	Email	Cell no (please include dialing code)
Managing Director	Twaha Kakaire	twaha@ctaspace.com	+256 786 947798
CEO			
Head of Finance	Vincent Kaddu	vincentkaddu@gmail.com	+256 773 433539
Head of Media (if you have)	Fred Ndirugendawa Assistant Media: <ul style="list-style-type: none">• Faizal Bukenya• Ashraf Kasango		
Head of Operations (if you have)	Patience Musimenta	patience@ctaspace.com	+256 786 185301
Head of Digital (if you have)	Options: <ul style="list-style-type: none">• Clifford Mugerwa• Marvin Bisanga• Andrew Mugasa		
Head of Strategy	Colin Asiimwe	casiime1@gmail.com	+26 772 497111

Head of Creative	Options: <ul style="list-style-type: none"> Henry Bwomobo Onen Adonia Waibale Eugene Kavuma 		
Head of Tech / IT (if you have or someone equivalent)			

Please feel free to share any other contact details of Team mates you would like us to include in any comms regarding MTN.

Deadline: Wednesday 15 May

Note: Due to the significance of business that MTN is, we have set off to recruit what we believe would be a more efficient and productive team in some of the key positions, such that there's no compromise on the quality of work expected for the brand. While we are still in the process of this, the names submitted in the table above are the candidates we have earmarked and yet to confirm. We would like to request for some extensional time to submit the final list, by end of month (31st May).

Rgds,

Twaha Kakaire
MANAGING DIRECTOR



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-----Original Appointment-----

From: Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>
Sent: Monday, 20 May 2024 20:58
To: Nival Maharaj; Graham Mears; Jacques Burger; twaha@ctaspace.com; CTA Accounts
Cc: Jason Harrison
Subject: MTN Uganda Rates Chat
When: Tuesday, 21 May 2024 10:00-10:30 (UTC+02:00) Kaliningrad.
Where: Teams Call

Hi Twaha,

This meeting has been set up for us to discuss the MTN Uganda rates with you.

Thanks,
Nival

Microsoft Teams [Need help?](#)
[Join the meeting now](#)
 Meeting ID: 363 800 613 596
 Passcode: sUQDJu

For organizers: [Meeting options](#)

Graham Mears
CHIEF FINANCIAL OFFICER

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De Waterkant, Johannesburg,
Cape Town, 8001 Gauteng, 2198

<0.png>

On 21 May 2024, at 14:10, Graham Mears <graham.mears@mcsaatchigroup.co.za> wrote:

Hi Twaha and team

Thanks for your time this morning.

As discussed, please see attached xls workbook.

Please complete column J (Monthly Market Salary Cost / Cost of Employment).

We will use the info supplied in column J to calculate the rate per hour we propose billing MTN.

The proposed rates to bill MTN are calculated in Column P, using a multiplier of 2 (still to be agreed) and 1600 billable hrs per annum.

In column Q we have benchmark rates for Uganda which we obtained from IAS, so we can see how the rates compare, and to enable a sense check.

Please do call me any time today if anything is unclear.

We do need this info back today please with a view to locking in the rates for MTN today.

Thanks very much,

Graham

Re: MTN Uganda Rates Chat



Asiimwe Colin <colin@ctaspace.com>

Wednesday, 22 May 2024 at 00:30

To: Graham Mears

Cc: Twaha Kakaire; CTA Accounts; Jason Harrison; Nival Maharaj; Jacques Burger



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Hullo Graham

Please find attached market confirmed rates for Uganda talent as per latest conversation this AM. You will find them updated in column J as requested.

Thanks and talk soon.

Colin

Re: MTN Uganda Rates Chat



Twaha Kakaire <twaha@ctaspace.com>

Tuesday, 21 May 2024 at 14:26

To: Graham Mears; CTA Accounts; Asiimwe Colin

Cc: Jason Harrison; Nival Maharaj; Jacques Burger

Thank you so much Graham!

Let's work on it and share back COB.

is well on top of it.

Rgds,
Twaha.

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On 22 May 2024, at 09:39, Graham Mears <graham.mears@mcsaatchigroup.co.za> wrote:

Hi Colin and Twaha

Thanks very much for this.

Based on this, the rates you would charge MTN using a multiplier of 2 would work out to significantly less than the IAS benchmark rates we obtained.

This might be because of seniority. If you look at column A you will see there is a level of seniority which has been assigned to each role, based on current resourcing for MTN in Uganda. Perhaps the salaries you have provided are for more junior employees?

Can we gather again this morning to go through this? Please let me know what time you have available?

In the meantime I'll have Nival send you the role definitions in terms of seniority which will help make sure we have the correct level of seniority.

Thanks!

Graham

From: Asimwe Colin <colin@ctaspace.com>

Sent: Wednesday, 22 May 2024 09:33

To: Graham Mears <graham.mears@mcsaatchigroup.co.za>

Cc: Twaha Kakaire <twaha@ctaspace.com>; CTA Accounts <accounts@ctaspace.com>; Jason Harrison <jason.harrison@mcsaatchiabel.co.za>; Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>; Jacques Burger <jacques.burger@mcsaatchigroup.co.za>

Subject: Re: MTN Uganda Rates Chat

Hi Graham,

Thanks for the quick response.

Let me know your availability at the earliest to walk through the rates this morning. I'm available.

Thanks

Colin

On 22 May 2024, at 10:45, Graham Mears <graham.mears@mcsaatchigroup.co.za> wrote:

Hi Colin

Are you available at 11am Uganda time? Or 11.30?

Thanks

Graham

From: Asiimwe Colin <colin@ctaspace.com>
Sent: Wednesday, 22 May 2024 09:57
To: Graham Mears <graham.mears@mcsaatchigroup.co.za>
Cc: Twaha Kakaire <twaha@ctaspace.com>; CTA Accounts <accounts@ctaspace.com>; Jason Harrison <jason.harrison@mcsaatchiabel.co.za>; Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>; Jacques Burger <jacques.burger@mcsaatchigroup.co.za>
Subject: Re: MTN Uganda Rates Chat

Hey Graham,

11:30 should be fine.

RE: MTN Uganda Rates Chat



Graham Mears <graham.mears@mcsaatchigroup.co.za>

Wednesday, 22 May 2024 at 10:58

To: Asiimwe Colin; **Cc:** Twaha Kakaire; CTA Accounts; Jason Harrison; Nival Maharaj; +1 more

Ok great I'll send you a Teams invite

On 15 Jun 2024, at 12:22, Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za> wrote:

Hi Twaha, Colin,

Hope that you are doing well.

Still going through a load of the admin on our side but we do have an update to share regarding rates.

There was an error in some of the feedback received from the MTN Team and we have now received prescribed rates from MTN for the role.

Please view these in green below.

You will note that they are increased from rates submitted in March this year in Dubai.

Please can you take a look at these updated rates (green) and confirm that you will be able to make this work from your side?

Appreciate if you would be able to do over this weekend and get back to us on Sunday.

Seniority	Department	Title	Opco name	Currency	Latest Rates (June) Per hour, effective 2025	Dubai Rates (March)
1. Junior	Account Management	Project / Account Management	Uganda	UGX - Ugandan Shilling	40000	23273
1. Junior	Media	Supporting Planner and Buyer (traditional and digital)	Uganda	UGX - Ugandan Shilling	39000	12295
1. Junior	Creative	Copywriter	Uganda	UGX - Ugandan Shilling	40000	12295

2. Mid-Level	Creative	Art Manager	Uganda	UGX - Ugandan Shilling	55000	19392
2. Mid-Level	Digital	Community Manager	Uganda	UGX - Ugandan Shilling	55000	19392
3. Senior	Digital	Content Developer and Manager	Uganda	UGX - Ugandan Shilling	64000	27155
3. Senior	Media	Senior Planner and Buyer (traditional and digital)	Uganda	UGX - Ugandan Shilling	65000	27155
3. Senior	Creative	Creative Group Head - Art Copy	Uganda	UGX - Ugandan Shilling	65000	39570
3. Senior	DTP/Finished Art	DTP Manager	Uganda	UGX - Ugandan Shilling	64000	27155
3. Senior	Digital	Digital Designer	Uganda	UGX - Ugandan Shilling	64000	27155
3. Senior	Digital	Technical Lead	Uganda	UGX - Ugandan Shilling	65000	27155
3. Senior	Account Management	Project / Account Management	Uganda	UGX - Ugandan Shilling	65000	34919
3. Senior	Digital	Digital Creative Lead	Uganda	UGX - Ugandan Shilling	64000	27155
3. Senior	Creative	Creative Manager	Uganda	UGX - Ugandan Shilling	65000	27155
3. Senior	Creative	Copywriter	Uganda	UGX - Ugandan Shilling	64000	27155
3. Senior	Production	TV Producer	Uganda	UGX - Ugandan Shilling	63000	27155
3. Senior	Traffic	Traffic	Uganda	UGX - Ugandan Shilling	61050	29480
3. Senior	Production	Art Buying Manager	Uganda	UGX - Ugandan Shilling	63000	27155
3. Senior	Media	Lead Strategist - Media	Uganda	UGX - Ugandan Shilling	65000	27155
4. Executive	Account Management	Business Unit Director	Uganda	UGX - Ugandan Shilling	150000	45385

4. Executive	Strategy	Chief Strategy Officer	Uganda	UGX - Ugandan Shilling	150000	45385
4. Executive	Account Management	Product Unit Director	Uganda	UGX - Ugandan Shilling	150000	48879

Thank you both.

Regards,
Nival

Nival Maharaj

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<1.png>

From: Asiimwe Colin <colin@ctaspace.com>

Date: Monday, 17 June 2024 at 08:18

To: Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>

Cc: Twaha Kakaire <twaha@ctaspace.com>, casiimwe@ctaspace.com <casiimwe@ctaspace.com>, Graham Mears <graham.mears@mcsaatchigroup.co.za>

Subject: Re: MTN Update- Uganda rates

Good morning Nival,

We ran th numbers and I want dot say we are good with these rates to proceed.

Looking forward to proceed =ing with the nesxt steps.

Colin Asiimwe
Consultant

casiimwe@ctaspace.com

Mobile/WhatsApp: +256 7772 497 111

Re: MTN Update- Uganda rates

😊 ↩ ⏪ ⏩



● Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>

Monday, 17 June 2024 at 11:30

To: ❌ Asiimwe Colin; Cc: ✅ Twaha Kakaire; casiimwe@ctaspace.com; Graham Mears ▾

Hi Colin,

Thank you very much.

Will keep you updated.

-N

From: Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>
Sent: Friday, June 28, 2024 4:53:37 PM
To: Twaha Kakaire <twaha@ctaspace.com>; Asiimwe Colin <colin@ctaspace.com>
Cc: Wouter Lombard <wouter@mcsaatchigroup.co.za>; Dylan Kruger <dylan@mcsaatchigroup.co.za>
Subject: MTN Uganda- Final Outcome

Hi Twaha, Colin,

Trust that you have been keeping well.

Thank you for all your patience, support and feedback throughout this lengthy pitch process. As we now wrap up final loose ends, we are in a position to share the outcome of our engagements.

While we have been presenting your agency in the best possible light to ease MTN's concerns and feedback, regrettably, CTA Space has been rejected by MTN Procurement and the local Ugandan OpCo.

Context on the decision:

- As we have now had the opportunity to engage directly with the MTN OpCo, concerns were raised about the scale of CTA Space and current capability and quality to deliver against 360 degree work.
- Even with the willingness to scale up the agency and skills for MTN, MTN are wanting to start off with an agency that is more established in this regard.

We know that you have been looking at talent, and structures on your side and understand that this is not the outcome that you have been waiting for, however, the decision is unfortunately out of our control and has been mandated by MTN.

Given this, we are grateful for the connection with you both and please be assured that we hold you in high regard and this outcome doesn't affect future opportunities, or any Heineken or Standard Bank relations in anyway, this is specific to MTN only and we look forward to collaborating with you on future projects.

Feel free to give me a shout should you wish to speak further.

Thank you again for all the support on this and we hope to work with you again soon.

Regards,
Nival

Nival Maharaj

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Gauteng, 2198



Re: MTN Uganda- Final Outcome



Twaha Kakaire <twaha@ctaspace.com>

Monday, 1 July 2024 at 16:12

To: Nival Maharaj; Asiimwe Colin; Cc: Wouter Lombard; Dylan Kruger

Hello Noval!

This is an interestingly surprising twist! Would be good to get on a call and understand what happened. What time can you talk?

Twaha

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From: Twaha Kakaire <twaha@ctaspace.com>

Date: Thursday, 04 July 2024 at 11:50

To: Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>, Asiimwe Colin <colin@ctaspace.com>

Cc: Wouter Lombard <wouter@mcsaatchigroup.co.za>, Dylan Kruger <dylan@mcsaatchigroup.co.za>

Subject: Re: MTN Uganda- Final Outcome

Hello Nival!

Thanks for your feedback and the phone call we had on Tuesday! I have concerns of my own, on how MTN assessed CTA Space after bidding and winning. We've gone through the process with MC Saatchi all the way to this point, and we are now obviously transitioning to commence work as per the timelines stated in the agreement. Well on course. You gave two reasons as context, but I have some queries and I've left notes to that below;

Context on the decision:

1. As we have now had the opportunity to engage directly with the MTN OpCo, concerns were raised about the scale of CTA Space and current capability and quality to deliver against 360 degree work.

We would like to inquire into the evaluation criteria used to assess, post-award. Our understanding is that CTA Space, like any other agency currently in Uganda (apart from the agency that has been running the account), would have to scale up resources to manage the level of traffic and size of business of MTN's magnitude. We expect the same to be happening with the other OpCo agencies in other markets as well, which we don't particularly think is a strange thing. We would also like to understand why the assessment and/or evaluation was happening without our knowledge. We would have otherwise provided the necessary (required information) had we been contacted.

It was our understanding that the scale up was an agreed mode of operation so as to get ready for August when work actually starts. It was also our understanding that **ALL assessments and evaluations** were concluded before the press release back in April .

Understanding how scale was gauged is good for us, as it will give us a chance to respond to MTN with those elements directly, given that we've shared samples of our 360 work and are confident of our capability to deliver the required quality against 360-degree work.

2. Even with the willingness to scale up the agency and skills for MTN, MTN are wanting to start off with an agency that is more established in this regard.

Could you please clarify on what you mean by 'more established'? If there is anything else required from us to demonstrate our 360 capabilities beyond the channels presented in our profile, case studies and clients, such that we hit the mark, we are willing to provide it.

This is obviously not the situation we thought we would find ourselves in and we would like to give it our best shot, to see that we avert it. I suggest the action points below;

- A tri-party meeting (CTA , MTN OpCo , MC Saatchi) that we are included in **ALL** correspondence, to appeal for reconsideration of the decision and reassess our 360 capabilities more directly, so we can have a fair hearing. Or
- CTA Space to partner with the other OpCo agency selected by MC Saatchi and execute the job.

We therefore propose Teams call and have a broader discussion and understanding of the issues at hand and for a speedy resolution, in the interest of time against the transition period at the earliest . We propose between Friday the

5th July 2024 at 11:00am or Monday 8th July 2024 at 11:00 am. Kindly let us know which time is more suitable for you and your team.

Thanks.

Rgds,

Twaha Kakaire
MANAGING DIRECTOR



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From: Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>

Date: Friday, 5 July 2024 at 18:46

To: Twaha Kakaire <twaha@ctaspace.com>, Asiimwe Colin <colin@ctaspace.com>

Cc: Wouter Lombard <wouter@mcsaatchigroup.co.za>, Dylan Kruger <dylan@mcsaatchigroup.co.za>, Jacques Burger <jacques.burger@mcsaatchigroup.co.za>

Subject: Re: MTN Uganda- Final Outcome

Hi Twaha,

Your CEO Jennifer had a conversation with Jacques Burger, our Group CEO last night and they discussed this matter. A further meeting is therefore not needed so Monday will be cancelled.

You're welcome to put anything further in writing to us.

-Nival

From: Twaha Kakaire <twaha@ctaspace.com>

Date: Tuesday, 09 July 2024 at 18:27

To: Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>, Asiimwe Colin <colin@ctaspace.com>

Cc: Wouter Lombard <wouter@mcsaatchigroup.co.za>, Dylan Kruger <dylan@mcsaatchigroup.co.za>, Jacques Burger <jacques.burger@mcsaatchigroup.co.za>, jesse@celeradvocates.com <jesse@celeradvocates.com>

Subject: Re: MTN Uganda- Final Outcome

Hello Nival!

I was briefed about the call between Jennifer and Jacques Burger, which, to my understanding, communicated that MTN just gave an outright rejection of CTA Space. I understand also, from the call, that there wasn't a huge amount of intelligence behind it, and that MTN didn't say why they would not want to work with the OpCo you presented for Uganda, which is CTA Space in this case.

You had mentioned in earlier email, that the reason MTN rejected CTA Space was because of concerns about its scale and current capability and quality to deliver 360 degree work.

My concern really, in all this, is that CTA Space is not being given a fair hearing to present the necessary requirements that MTN needs, if any, despite having been pre-qualified. We made financial, and other commitments, after the announcement of the appointment, since we had an MoU in place. We were well ahead of the transition, in preparation for work within the timelines stated in the agreement.

I strongly suggest that we resolve the issue amicably to achieve a positive outcome for all parties involved, as we expect to be signing contracts with MTN OpCo around this time.

Rgds,

Twaha Kakaire
MANAGING DIRECTOR



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From: Jacques Burger <jacques.burger@mcsaatchigroup.co.za>

Sent: 11 July 2024 08:31

To: Twaha Kakaire <twaha@ctaspace.com>; Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>; Asiimwe Colin <colin@ctaspace.com>

Cc: Wouter Lombard <wouter@mcsaatchigroup.co.za>; Dylan Kruger <dylan@mcsaatchigroup.co.za>; jesse@celeradvocates.com <jesse@celeradvocates.com>; Jason Harrison <jason.harrison@mcsaatchiabel.co.za>

Subject: NB: MTN Uganda- Final Outcome

Dear Twaha and team

Hope you are well.

It is important that we outline a number of key facts regarding the position you find yourself in.

We were invited to pitch on the MTN account as M&C Saatchi Abel and Group of Companies just over a year ago. As part of the pitch (which was an extensive ask requiring significant investment from our side) we were asked to submit a recommendation of affiliate agencies to contract with in certain African markets. You were selected by ourselves for the Uganda market and you signed an MOU in order to participate in the pitch. It is important to note that the MOU doesn't commit to any obligations from ourselves beyond putting yourselves forward as our affiliate partner in the Uganda market – it does not guarantee a contract or success, nor does it make any financial commitments.

With regards to the pitch itself, it also needs to be noted that you contributed or delivered no work in terms of strategy or creative development – you submitted a rate card, that had to be updated several times because of incorrect information supplied, and you submitted a credentials document. It is important to note this as you have not invested any creative or strategic pitch hours towards the pitch opportunity.

Once M&C Saatchi Abel was successful in the pitch, we again clearly communicated to yourselves that we would be going into a negotiation period with MTN around contracting – in fact we specifically asked you not to communicate or share the outcome of the pitch in market without our approval as contracting had not been concluded yet and anything could still happen. You were also aware that MTN was still in the process of evaluating your rate card and to date, you received no approval on the rate card submitted – a key deliverable that would require approval prior to considering appointment. Therefore, I fail to understand, given this context, how you could have incurred any costs or have made any commitments, financial or otherwise, in the absence of a contract, agreement, agreed rates, scope of work etc etc. I am sure you can appreciate my view that any such decisions would have been premature and dare I say, irresponsible – understandably therefore, we cannot be held liable for any of these costs.

The MTN Opco in Uganda did a thorough review of your credentials and your rates and determined that you are not a suitable partner for them in that market. The contract dictates that they (MTN) as an in-market Opco will contract directly with an affiliate in-market and therefore they ultimately have the say in the matter of appointing the affiliate – in fact, in all pitches, as you know, the client has the final say on agency appointments and nothing is guaranteed until a contract has been signed. Having said that, we have spent time understanding their point of view and following our own additional assessment based on our experience around your rates submission, market research and reviewing your credentials again, we are aligned to their view. Please note, we are not saying that you are not a good agency, but just that you are not an ideal partner for MTN in Uganda.

I appreciate that you are disappointed with this outcome, but a very clear and professional process has been followed and I need to ask you respectfully to now accept this decision – there is no room for further engagement on this matter as a decision has been taken and MTN will not be contracting with yourselves as the affiliate in Uganda.

I appreciate your understanding and trust that we can put this matter to rest now and move forward with our respective business endeavours.

Regards Jacques

From: Twaha Kakaire <twaha@ctaspace.com>

Date: Thursday, 25 July 2024 at 14:35

To: Jacques Burger

<jacques.burger@mcsaatchigroup.co.za>, sylvia.mulinge@mtn.com<sylvia.mulinge@mtn.com>

Cc: Wouter Lombard <wouter@mcsaatchigroup.co.za>, Dylan Kruger <dylan@mcsaatchigroup.co.za>, jesse@celeradvocates.com <jesse@celeradvocates.com>, Jason Harrison <jason.harrison@mcsaatchiabel.co.za>, Nival Maharaj <nival.maharaj@mcsaatchiabel.co.za>, anonymous@tip-offs.com <anonymous@tip-offs.com>, sen.somdev@mtn.com <sen.somdev@mtn.com>, enid.edroma@mtn.com <enid.edroma@mtn.com>, andrew.bugembe@mtn.com <andrew.bugembe@mtn.com>, jarinda@celeradvocates.com <jarinda@celeradvocates.com>

Subject: Re: NB: MTN Uganda- Final Outcome

Dear Mr. Jacques Burger,

In between your response below and this time, we have asked our lawyer to serve M&C Saatchi Abel a demand notice so that the matter of who the OpCo agency that will service the MTN account in Uganda is, is resolved before the contract is signed – I'm guided by the timelines stated on the MoU we signed.

We also had to write to MTN a letter that addressed CTA Space's involvement and participation in the bid that won us the biggest account around, and the unfairness in our treatment as we are being totally sidelined by yourselves and being replaced by a different agency that was not in the picture before. This is being done without a fair assessment of our capabilities, yet our credentials, time and human resources were used to win.

Your lawyer has immediately written to our lawyer as well, responding to the communication we made to MTN and stating their intention to sue CTA Space, should we continue contacting MTN on this matter. In as much as we have full proof to claim our position, or be compensated for business loss, which we are prepared to present, we are especially obliged to share our grievance with MTN openly because they are our prospect, and we have met a deadlock that requires escalation.

Dear Ms. Sylvia Mulinge,

Our writing to MTN, through you, was to openly expose the loophole and procurement injustice that is happening against CTA Space with the on-going onboarding of the Uganda OpCo agency, which I believe would be of concern to MTN's Code of Ethics that says 'We must conduct all our affairs with uncompromising honesty, integrity, diligence and professionalism'. We are looking to put things right.

We are a locally established agency, fully owned by Ugandans and very excited to win the MTN account. It's obviously a big turning point for our business and we were set to create some magic! We were in the middle of sourcing and upscaling talent to much the size of account that MTN is, as would any agency, if it were notified to make the necessary transitions and prepare for work. We forewent pitching to other Telco clients in competition with MTN and focused on the biggest. We were ready!

We understand that M&C Saatchi holds our cards as flagbearer, but we do not believe that there is fairness or transparency in regards to them providing a clear or consistent reason for MTN rejecting CTA Space as the

OpCo agency in Uganda (as they said), before looking at the talent and structure that we have specifically set up to manage the account, at the very least.

We believe that we should either be the agency presented to you for this work or be compensated 10% (excluding VAT) of the value of the rates agreed for Uganda, for revenue lost. We are basing on the attached rate card, which M&C Saatchi had reverted to us on email as the final agreeable rates that MTN was willing to work with us for, in the email attached.

Kindly have a look at our proposition on compensation in the summary below;

	Amount	VAT (18%)	Total
10% - Compensation (UGX)	1,664,308,800	299,575,584	1,963,884,384
USD (3720)	447,394.84	80,531.07	527,925.91

I pray that we are able to resolve the issue completely by November 30th, such that it does not distort business operations for all of us.

Rgds,
Twaha Kakaire
MANAGING DIRECTOR



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Re: NB: MTN Uganda- Final Outcome

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📧 Jacques Burger <jacques.burger@mcsaatchigroup.co.za>

Thursday, 25 July 2024 at 15:43

To: 📧 Twaha Kakaire; sylvia.mulinge@mtn.com
Cc: Wouter Lombard; Dylan Kruger; jesse@celeradvocates.com; Jason Harrison; Nival Maharaj; anonymous@tip-offs.com; sen.somdev@mtn.com; enid.edroma@mtn.com; andrew.bugembe@mtn.com; jarinda@celeradvocates.com; Matthew Wilson; Graham Mears ⤴

Dear Twaha

Due to your letter of demand served to ourselves by your legal counsel, I am no longer in a position to respond direct to your communications. I am cc'ing our legal team on these communications so they can respond directly to your legal team on below email, further to the letter they served you on Tuesday this week in response to your demands.

I would advise strongly that this matter is now dealt with between our respective legal teams.


Regards
Jacques



✓ Matthew Wilson | Corporatelaw <matthew@corporatelaw.co....

Thursday, 25 July 2024 at 18:10

To: jesse@celeradvocates.com

Cc: Wouter Lombard; Dylan Kruger; Jason Harrison; Nival Maharaj; anonymous@tip-offs.com; sen.somdev@mtn.com; enid.edroma@mtn.com; andrew.bugembe@mtn.com; jarinda@celeradvocates.com; Graham Mears; Jacques Burger; ☺ Twaha Kakaire; sylvia.mulinge@mtn.com 

Dear Sirs,

The email written by your client to my client, Ms Mulinge and various other persons of even date refers.

1. My client does not wish to conduct a trial by correspondence and its failure to deal with each and every allegation made in your client's aforesaid correspondence should not be construed as an admission of the same. My client's rights in this regard remain fully reserved.
2. As you have already been advised, MTN and my client act together in the appointment of business partners and the position of my client and MTN regarding your client's appointment has been made abundantly clear. To this end, and as a result of concerns regarding your client's ability to deliver the required services to MTN Uganda and being the local agency that was best placed to service MTN Uganda, another agency was appointed.
3. My client has been open and transparent with your client regarding these reasons and to suggest that there are some ulterior or untoward motives on my client's part is at best misguided and at worst defamatory.
4. We do not wish to repeat the content of our letter dated 23 July 2024, save to re-iterate that:
 - a. my client remains firmly of the view that it discharged its obligations (if any) to your client;
 - b. no written agreement formally appointing your client was ever concluded nor was your client's rate card ever accepted;
 - c. the exact services which your client would have rendered to MTN Uganda had it been formally appointed were never agreed, nor was any remuneration to your client ever agreed;
 - d. the decision to reject your client as a service provider was taken jointly by my client, MTN Uganda and MTN's procurement arm (not my client acting alone);
 - e. my client does not believe that it is liable to your client for any damages and should your client have incurred any financial losses, my client is of the view that the same are as a result of your client jumping the gun (rather than my client's breach or misconduct); and
 - f. any dispute which your client may have is, even on its own version, with my client alone and not MTN.

5. MTN does not wish to be involved any further in this matter and your client is (again) requested to cease and desist from contacting MTN in any way.
6. We strongly advise your client to direct all further communications to our offices through you (its lawyers) and to refrain from making further direct contact with either my client or MTN, which we believe to be improper and entirely counter-productive.
7. My client's rights remain fully reserved.

Yours faithfully,

Matthew Wilson

Attorney

A member of Corporate Law Alliance

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T. [+27 \(0\)21 670 5800](tel:+270216705800)

E. matthew@corporatelaw.co.za
