

Invitation to Tender (ITT)

For: ITT - PF81EXAMS112025 - National Commercial Exam Venues 2026

Date: 06 January 2026

1. Overview of the British Council

We support peace and prosperity by building connections, understanding and trust between people in the UK and countries worldwide.

We uniquely combine the UK's deep expertise in arts and culture, education and the English language, our global presence and relationships in over 100 countries, our unparalleled access to young people, creatives and educators, and our own creative sparkle.

We work directly with individuals to help them gain the skills, confidence and connections to transform their lives and shape a better world in partnership with the UK. We support them to build networks and explore creative ideas, to learn English, to get a high-quality education and to gain internationally recognised qualifications.

We work with governments and our partners in the education, English language and cultural sectors, in the UK and globally. Working together we make a bigger difference, creating benefit for millions of people all over the world

We take a long-term approach to building trust and remain at arm's length from government. We work with people in over 200 countries and territories and are on the ground in more than 100 countries. In 2022–23 we reached 600 million people

2. Introduction and Background to the Project / Programme

- 2.1 The British Council would like to request proposals from Government Institutes, Hotels, Marquees, Clubs and other relevant entity to provide venues along with management services for paper based and computer-delivered exams in Pakistan. The selected venues must meet our technical and operational standards to ensure secure, consistent, and high-quality exam delivery.
- 2.2 This invitation has been issued alongside the tender notice.
- 2.3 This is an invitation to tender conducted using the competitive flexible procedure (under section 20(2) of the Procurement Act 2023).

- 2.4 The purpose and scope of this ITT and supporting documents is to explain in further detail the requirements of the British Council, the procurement procedures, and the process for submitting a tender proposal.

3. Tender Terms & Conditions and Contractual Requirements

This section of the ITT sets out the British Council's contracting requirements, general policy requirements, and the general tender conditions relating to this procurement process ("**Procurement Process**").

3.1 Contracting requirements

- 3.1.1 The contracting authority is the British Council which includes any subsidiary companies and other organisations that control or are controlled by the British Council from time to time (see: <http://www.britishcouncil.org/organisation/structure/status>).
- 3.1.2 The appointed suppliers will be expected to deliver the goods and/or provide services to the British Council Pakistan.
- 3.1.3 The British Council's contracting and commercial approach in respect of the required goods and/or services is set out at Annex 1 (Terms and Conditions of contract) ("**Contract**"). By submitting a tender response, you are agreeing to be bound by the terms of this ITT and the Contract without further negotiation or amendment. In the event that the chosen service provider is operating as a Sole Trader or through a Personal Service Company, the British Council retain the right to issue specific contractual terms and conditions, in order to take account of this status. If you plan to submit a bid as a Sole Trader or Personal Service Company please raise correspondence via email to khurram.shakeel@britishcouncil.org and Asraful.Islam@britishcouncil.org for a copy of the specific terms. Once the Contract is awarded, there will be no changes allowed to the Contract (except in accordance with the provisions of the Contract). Any clarification questions in relation to any aspect of this Procurement Process, the terms of the Contract or the payment schedule should be submitted in accordance with the process set out in paragraph 18 Clarification Requests). Only changes which relate to the correction of ambiguity or manifest error in relation to the terms of the Contract will be considered and, if necessary, the British Council may, when issuing its response to clarification questions that it has received, reissue Annex 1 to reflect such changes.
- 3.1.4 The Contract awarded will be for a duration of 3 years with an option for an extension for up to an additional 1 year after mutual consent from both parties based on service provider performance. In addition to that, British Council reserve the right to terminate the agreement without liability to the supplier immediately on giving a notice period of 30 days.

3.2 General Policy Requirements

3.2.1 By submitting a tender response in connection with this Procurement Process, potential suppliers confirm that they will, and that they shall ensure that any consortium members, associated persons, connected persons and/or subcontractors will, comply with all applicable laws, codes of practice, statutory guidance and applicable British Council policies relevant to the goods and/or services being supplied. All relevant British Council policies that suppliers are expected to comply with can be found on the British Council website (<https://www.britishcouncil.org/organisation/transparency/policies>). The list of relevant policies includes (but it is not limited to): Anti-Fraud and Corruption, Modern Slavery, adults at Risk, Child Protection Policy, Equality, Diversity and Inclusion Policy, Fair Trading, Health and Safety Policy, Environmental Policy, Records Management, and Privacy.

3.3 General tender conditions (“Tender Conditions”)

3.3.1 Application of these Tender Conditions – In participating in this Procurement Process and/or by submitting a tender response it will be implied that you accept and will be bound by all the provisions of this ITT and its Annexes. Accordingly, tender responses should be on the basis of and strictly in accordance with the requirements of this ITT.

3.3.2 Third party verifications – Your tender response is submitted on the basis that you consent to the British Council carrying out all necessary actions to verify the information that you have provided; and the analysis of your tender response being undertaken by one or more third parties commissioned by the British Council for such purposes.

3.3.3 Information provided to potential suppliers – Information that is supplied to potential suppliers as part of this Procurement Process is supplied in good faith. The information contained in the ITT and the supporting documents and in any related written or oral communication is believed to be correct at the time of issue but the British Council will not accept any liability for its accuracy, adequacy or completeness and no warranty is given as such. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the British Council.

3.3.4 Potential suppliers to make their own enquires – You are responsible for analysing and reviewing all information provided to you as part of this Procurement Process and for forming your own opinions and seeking advice as you consider appropriate. You should notify the British Council promptly of any perceived ambiguity, inconsistency or omission in this ITT and/or in any of its associated documents and/or in any information provided to you as part of this Procurement Process.

3.3.5 Amendments to the ITT – At any time prior to the Response Deadline, the British Council may amend the ITT. Any such amendment shall be issued to all potential suppliers, and if appropriate

to ensure potential suppliers have reasonable time in which to take such amendment into account, the Response Deadline shall, at the discretion of the British Council, be extended.

- 3.3.6 Compliance of tender response submission – Any goods and/or services offered should be on the basis of and strictly in accordance with the ITT (including, without limitation, any specification of the British Council's requirements, these Tender Conditions and the Contract) and all other documents and any clarifications or updates issued by the British Council as part of this Procurement Process.
- 3.3.7 Compliance with the terms of the Contract – The successful bidder will be expected to comply with the Contract set out in Annex 1 without any amendment (save as described in paragraph 3.1.3).
- 3.3.8 Format of tender response submission – Tender responses must comprise the relevant documents specified by the British Council completed in all areas and in the format as detailed by the British Council in Annex 3 (Supplier Response). Any documents requested by the British Council must be completed in full. It is, therefore, important that you read the ITT carefully before completing and submitting your tender response.
- 3.3.9 Modifications to tender response documents once submitted – You may modify your tender response prior to the Response Deadline by giving written notice to the British Council. Any modification should be clear and submitted as a complete new tender response in accordance with Annex 3 (Supplier Response) and these Tender Conditions.
- 3.3.10 Rejection of tender responses or other documents – A tender response or any other document requested by the British Council may be rejected which:
- contains gaps, omissions, misrepresentations, errors, uncompleted sections, or changes to the format of the tender documentation provided;
 - contains hand written amendments which have not been initialled by the authorised signatory;
 - does not reflect and confirm full and unconditional compliance with all of the documents issued by the British Council forming part of the ITT;
 - contains any caveats or any other statements or assumptions qualifying the tender response that are not capable of evaluation in accordance with the evaluation model or requiring changes to any documents issued by the British Council in any way;
 - is not submitted in a manner consistent with the provisions set out in this ITT;
 - is received after the Response Deadline.
- 3.3.11 Disqualification - If you breach these Tender Conditions, if there are any errors, omissions or material adverse changes relating to any information supplied by you at any stage in this Procurement Process, if any other circumstances set out in this ITT and/or in any supporting documents, entitling the British Council to reject a tender response apply and/or if you or your appointed advisers attempt:
- To inappropriately influence this Procurement Process
 - to fix or set the price for goods or services

- to enter into an arrangement with any other party that such party shall refrain from submitting a tender response;
- to enter into any arrangement with any other party (other than another party that forms part of your consortium bid or is your proposed sub-contractor) as to the prices submitted; or
- to collude in any other way
- to engage in direct or indirect bribery or canvassing by you or your appointed advisers in relation to this Procurement Process; or
- to obtain information from any of the employees, agents or advisors of the British Council concerning this Procurement Process (other than as set out in these Tender Conditions) or from another potential supplier or another tender response,

... the British Council shall be entitled to reject your tender response in full and to disqualify you from this Procurement Process. Subject to the 'Liability tender Conditions below, by participating in this Procurement Process you accept that the British Council shall have no liability to a disqualified potential supplier in these circumstances.

3.3.12 Tender costs – You are responsible for obtaining all information necessary for preparation of your tender response and for all costs and expenses incurred in preparation of the tender response. Subject to the “Liability” Tender Condition below, you accept by your participation in this procurement, including without limitation the submission of a tender response, that you will not be entitled to claim from the British Council any costs, expenses or liabilities that you may incur in tendering for this procurement irrespective of whether or not your tender response is successful.

3.3.13 Rights to cancel or vary this Procurement Process - By issuing this ITT, entering into clarification communications with potential suppliers or by having any other form of communication with potential suppliers, the British Council is not bound in any way to enter into any contractual or other arrangement with you or any other potential supplier. It is intended that the remainder of this Procurement Process will take place in accordance with the provisions of this ITT but the British Council reserves the right to terminate, amend or vary (to include, without limitation, in relation to any timescales or deadlines) this Procurement Process by notice to all potential supplier in writing. Subject to the “Liability” Tender Condition below, the British will have no liability for any losses, costs or expenses caused to you as a result of such termination, amendment or variation.

3.3.14 Consortium Members, associated persons, connected persons and sub-contractors – It is your responsibility to ensure that any staff, consortium members, associated persons, connected

persons, sub-contractors and advisers abide by these Tender Conditions and the requirement of this ITT.

- 3.3.15 Liability – Nothing in these Tender Conditions is intended to exclude or limit the liability of the British Council in relation to fraud or in other circumstances where the British Council's liability may not be limited under any applicable law.

4. Confidentiality and Information Governance

- 4.1 All information supplied to you by the British Council, including this ITT and all other documents relating to this Procurement Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members, associated persons, connected persons and/or sub-contractors strictly for the purposes only of helping you to participate in this Procurement Process and/or prepare your tender response) unless the information is already in the public domain or is required to be disclosed under any applicable laws.
- 4.2 You shall not disclose, copy or reproduce any of the information supplied to you as part of this Procurement Process other than for the purposes of preparing and submitting a tender response. There must be no publicity by you regarding the Procurement Process or the future award of any contract unless the British Council has given express written consent to the relevant communication.
- 4.3 This ITT and its accompanying documents shall remain the property of the British Council and must be returned on demand.
- 4.4 The British Council reserves the right to disclose all documents relating to this Procurement Process, including without limitation your tender response, to any employee, third party agent, adviser or other third party involved in the procurement in support of, and/or in collaboration with, the British Council. The British Council further reserves the right to publish the Contract once awarded and/or disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies (as referred to below). By participating in this Procurement Process, you agree to such disclosure and/or publication by the British Council in accordance with such rights reserved by it under this paragraph.
- 4.5 The Freedom of Information Act 2000 ("FOIA"), EU General Data Protection Regulation (GDPR) 2015, the Environmental Information Regulations 2004 ("EIR"), and public sector transparency policies apply to the British Council (together the "**Disclosure Obligations**").
- 4.6 You should be aware of the British Council's obligations and responsibilities under the Disclosure Obligations to disclose information held by the British Council. Information provided by you in connection with this Procurement Process, or with any contract that may be awarded as a result of this exercise,

may therefore have to be disclosed by the British Council under the Disclosure Obligations, unless the British Council decides that one of the statutory exemptions under the FOIA or the EIR applies.

4.7 If you wish to designate information supplied as part of your tender response or otherwise in connection with this tender exercise as confidential, using any template and/or further guidance provided at Part 2 (Submission Checklist) of Annex 3 (Supplier Response), you must provide clear and specific detail as to:

- the precise elements which are considered confidential and/or commercially sensitive;
- why you consider an exemption under the FOIA or EIR would apply; and
- the estimated length of time during which the exemption will apply.

4.8 The use of blanket protective markings of whole documents such as “commercial in confidence” will not be sufficient. By participating in this Procurement Process you agree that the British Council should not and will not be bound by any such markings.

4.9 In addition, marking any material as “confidential” or “commercially sensitive” or equivalent should not be taken to mean that the British Council accepts any duty of confidentiality by virtue of such marking. You accept that the decision as to which information will be disclosed is reserved to the British Council, notwithstanding any consultation with you or any designation of information as confidential or commercially sensitive or equivalent you may have made. You agree, by participating further in this Procurement Process and/or submitting your tender response, that all information is provided to the British Council on the basis that it may be disclosed under the Disclosure Obligations if the British Council considers that it is required to do so and/or may be used by the British Council in accordance with the provisions provision of this ITT.

4.10 Tender responses are also submitted on the condition that the appointed supplier will only process personal data (as may be defined under any relevant data protection laws) that it gains access to in performance of this Contract in accordance with the British Council’s instructions and will not use such personal data for any other purpose. The contracted supplier will undertake to process any personal data on the British Council’s behalf in accordance with the relevant provisions of any relevant data protection laws and to ensure all consents required under such laws are obtained.

5. Conflicts of Interest

5.1 A Participant must ensure that it and each subcontractor, agent or adviser with which it engages in connection with the procurement process does not have a conflict of interest with the British Council or otherwise which may affect the procurement process. Where a Participant identifies a conflict of interest, or the risk of a conflict of interest, it must disclose that conflict or risk to the British Council without delay and assist the British Council in the management of that conflict or risk, to the extent that is possible. The British Council reserves the right to exclude a Participant from the process if a conflict of interest exists which cannot be effectively remedied by other less intrusive measures.

6. Tender Validity

- 6.1 Your tender response must remain open for acceptance by the British Council for a period of 90 days from the Response Deadline. A tender response not valid for this period may be rejected by the British Council.

7. Key Performance Indicators (KPIs)

- 7.1 It is the intention that British Council will manage any contract and/or any call-off contract(s) procured through this process under the applicable procurement regulations.
- 7.2 As such, British Council intend to include a set of measurable key performance indicators (KPIs) that the supplier will be measured against.
- 7.3 A “key performance indicator” is a factor or measure against which a supplier’s performance of a contract can be assessed during the life cycle of the contract.
- 7.4 Current regulations require a minimum of three KPIs to be agreed in the management of contracts with an estimated value of over £5 million (unless where restrictions/limitations apply).
- 7.5 The KPIs that are applicable to this procurement are listed below
- 7.5.1 Hygiene / Health and Safety / Venue Cleanliness.
- 7.5.2 CCTV Protocols.
- 7.5.3 Incident Management and Responsiveness.
- 7.6 Performance against these KPI’s will be measured and will be shared with the supplier as part of the contract management process.
- 7.7 Please note, as per paragraph 4.4 of this document, British Council reserves the right to disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies, and as required by procurement regulations. By participating in this Procurement Process, you agree to such disclosure and/or publication by the British Council in accordance with such rights reserved by it under this paragraph.

8. Payment and Invoicing

- 8.1 The British Council will pay correctly addressed and undisputed invoices within 30 days in accordance with the requirements of the Contract. Suppliers to the British Council must ensure comparable payment provisions apply to the payment of their sub-contractors and the sub-contractors of their sub-contractors. General requirements for an invoice for the British Council include:

- Unique invoice number
- Name of the vendor (as registered with the British Council) along with address
- Date of issue of invoice.
- A clear description of the goods and/or services provided
- Value, exclusive of tax.
- Amount of sales tax with tax registration number (if applicable)
- The rate of discount, if offered.
- Value inclusive of tax
- Contact details of the vendor

All invoices are to be sent to following address for payment processing:

British Council, British Deputy High Commission Shahra-e-Iran Clifton, Karachi or Email:
AP.FinanceOps@britishcouncil.org

9. Specification

- 9.1 The British Council would like to request a quotation from Government Institutes, Hotels, Marquees, Clubs and other relevant entity to provide venues along with management services for paper based and computer-delivered exams in Pakistan. The selected venues must meet our technical and operational standards to ensure secure, consistent, and high-quality exam delivery. For detailed venue requirements please refer to **Annex – 2** which is shared as a sperate document.

City
Islamabad
Mirpur
Gujrat
Peshawar
Lahore
Sahiwal
Multan
Gujrat
Gujranwala
Sargodha
Faisalabad
Karachi

10. Mandatory Requirements / Constraints

- 10.1 As part of your tender response, you must confirm that you meet the mandatory requirements / constraints, if any, as set out in the British Council's specification forming part of this ITT. A failure to comply with one or more mandatory requirements or constraints shall entitle the British Council to reject a tender response in full.

11. Qualification Requirements

- 11.1 As part of your tender response, you must confirm compliance with any qualification requirements. A failure to comply with one or more such qualification requirements shall entitle the British Council to reject a tender response in full.

12. Key background documents

- 12.1 Further relevant background documents / information may be provided to potential suppliers as an Annex to this ITT and/or by way of the issue of additional documents / links to additional information / documents. Please view list of Annexes at the end of this document.

13. Timescales

- 13.1 Subject to any changes notified to potential suppliers by the British Council in accordance with the Tender Conditions, the following timescales shall apply to this Procurement Process:

ACTIVITY	
Issue of Tender Notice / availability of ITT documents	Week commencing 05 January 2026

STAGE 1A	
For any clarification questions over ITT documents (Clarification Deadline)	10 January 2026
British Council to respond to Stage 1 clarification questions	15 January 2026
Submit complete Annex 3 – Supplier Response, Annex 4 – Pricing approach, Annex – 5 Procurement Specific Questionnaire (PSQ) and acceptance of Annex -1 – Terms & Conditions of Contract (Stage 1 Response Deadline)	21 January 2026
Notification to unsuccessful Participants (whose submissions were incomplete)	23 January 2026

Stage 1B - Venue Visit (Security and Operational Assessment)	
Security and Operational team site visits	26 January 2026 – 05 February 2026
Only those venues will be assessed who submit complete documents requested in Stage1A.	

STAGE 2	
COI submission by Evaluation panel members for selected potential suppliers for Evaluation	23 January 2026
Supplier Response – Annex -3 and PSQ Annex – 5 will be evaluated by evaluation panel members.	06 February 2026 – 13 February 2026
Pricing approach (Annex -4) will be reviewed by procurement for negotiations.	09 February 2026 – 16 February 2026

NOTIFICATION, STANDSTILL & AWARD	
Final Evaluation & Moderation meeting with SBU	20 February 2026
Award decision Dispatch of Assessment Summaries and publication of Contract Award Notice	27 February 2026
Expected end of Mandatory Standstill Period (8 Working days)	11 March 2026
Contract Award Date	20 March 2026
Intended commencement of contract (contract start date)	01 April 2026
Expected publication of Contract Details Notice	10 April 2026

13.2 Participants should note that the British Council reserves the right to amend any of the dates and timescales referred to in this ITT at any stage in the tender process.

14. Procurement Process

14.1 All information relevant to this opportunity will be shared to potential suppliers email.

14.2 British Council may make a change to this ITT or the contract documents at any time by notice to all Participants remaining in the process. British Council may also issue further information at any time by notice to all Participants remaining in the process.

14.3 British Council expressly reserves the right: (i) not to award any contract as a result of this procurement process; and (ii) to make whatever changes it may see fit to the content and structure of the tendering competition and the contracts. In no circumstances will the Authority be liable for any costs incurred by the Participants as a result of any such change or decision not to award.

14.4 British Council reserves the right at any time for any reason to abandon the procurement. As such, and notwithstanding any provision of this ITT, the Authority does not (by undertaking this procurement) agree to accept any tender, including the most advantageous tender. In no circumstances will the Authority be liable for any costs incurred by the Participants if the procurement is abandoned.

14.5 British Council will conduct all communication relating to this procurement through the e-tender Portal. That is the designated point of contact. If there is a technical failure or British Council for some other reason elects, all Participants will be given an alternative designated point of contact.

14.6 Where participants are located in countries beyond the scope of the e-tender portal (see table below), and therefore cannot access the portal, a surrogate bidding process will be allowed. Details for this process can be made available to affected participants by contacting British Council Procurement team khurram.shakeel@britishcouncil.org and Asraful.Islam@britishcouncil.org.

15. Excluded & Excludable Suppliers

15.1 In adherence with the regulations contained within the Procurement Act 2023, the British Council will exclude any potential supplier from further participation in this event where the supplier or any associated person(s) or connected person(s) is deemed an Excluded supplier in line with Schedule 6: Mandatory Exclusion Grounds of the Procurement Act 2023.

15.2 British Council reserves the right to exclude any potential supplier from further participation in this event where the supplier or any associated person(s) or connected person(s) is deemed an Excludable supplier in line with Schedule 7: Discretionary Exclusion Grounds of the Procurement Act 2023. The table below shows where the discretionary exclusion grounds will apply to this event.

Discretionary exclusion ground	Statutory reference	Applied to this Event
Labour market misconduct (order made in UK against Participant or connected person)	Schedule 7 paragraph 1	Y
Labour market misconduct (outside UK)	Schedule 7 paragraph 2	Y
Labour market misconduct (evidence of offence under specified legislation)	Schedule 7 paragraph 3	Y
Environmental misconduct	Schedule 7 paragraph 4	Y
Insolvency, bankruptcy, etc	Schedule 7 paragraph 5	Y
Participant or connected person has suspended or ceased carrying on all or a substantial part of its business.	Schedule 7 paragraph 6	Y
Potential competition infringements – Chapter I	Schedule 7 paragraph 7	Y
Potential competition infringements – Chapter II	Schedule 7 paragraph 8	Y

Regulator decision in respect of competition infringement – Chapter II	Schedule 7 paragraph 9	Y
Potential competition infringements – cartel offence	Schedule 7 paragraph 10	Y
Professional misconduct	Schedule 7 paragraph 11	Y
Breach of contract and poor performance	Schedule 7 paragraph 12	Y
Acting improperly in procurement	Schedule 7 paragraph 13	Y
National security	Schedule 7 paragraph 14	Y

- 15.3 Where British Council intends to exclude a potential supplier from this event only by virtue of an associated person(s) or connected person(s), the British Council will notify the supplier of its intention and provide the supplier reasonable opportunity to replace the associated person(s) or connected person(s).
- 15.4 Where a potential supplier intends to sub-contract the performance of part or all of the contract. The sub-contractor details will be used to determine if any sub-contractor is an Excluded or Excludable supplier (with reference to paragraph 15.1 and 15.2).
- 15.5 In adherence with regulations contained within the Procurement Act, should a sub-contractor be deemed to be an Excluded or Excludable supplier, British Council must treat the Potential Supplier as an Excluded or Excludable supplier.
- 15.6 Where British Council intends to exclude a potential supplier from this event by virtue of a sub-contractor (see paragraph 15.5), the British Council will notify the supplier of its intention and provide the supplier reasonable opportunity to replace the sub-contractor.
- 15.7 Should a potential supplier become an excluded or excludable supplier during the course of this event, or during the course of any contract(s) generated from this event, the supplier MUST immediately inform British Council of this change in status.

16. Conditions of Participation

- 16.1 Where British Council intends to use Conditions of Participation as part of this event, the conditions of participation are mentioned in detail. The minimum standards for compliance with the Conditions of Participation are set out in the table below:

Question #	Question	Scoring Methodology	Minimum Pass/Score to Participate
1.	Please confirm <u>all</u> proposed venues meet <u>all</u> the minimum	Pass / Fail	Pass

	requirement stated in Annex 2?		
2.	Is your company legally registered to operate in Pakistan, and can you provide the relevant registration details?	Pass / Fail	Pass
3.	Please confirm if you own the proposed exam venue (e.g. school building / premise) or have proper lease / rental documents of the venue.	Pass / Fail	Pass

16.2 Participants must achieve at least the minimum pass score for ALL questions. Any Participant that does not achieve the minimum pass score for any question will be excluded from the event and its submission will not be further considered for the award of the Contract (see Schedule 1 for more details).

16.3 The PSQ acts as a self-declaration for Participants. The Preferred Bidder will be required to provide all requested certificates and documentation before being awarded the Contract. However, British Council can ask any Participant to submit their evidence at any point in the procurement process, if this is necessary, to ensure that the process is carried out properly and in a timeous manner to meet with the procurement's requirements.

17. Instructions for Responding

17.1 The documents that must be submitted to form your tender response should be submitted to khurram.shakeel@britishcouncil.org and Asraful.Islam@britishcouncil.org by the Response Deadline, as set out in the Timescales section of this ITT.

17.2 All Participants are strongly encouraged to provide their most competitive bid in their initial tender submission, as they may not be given the opportunity later in the process to improve their bid.

17.3 The following requirements should be complied with when submitting your response to this ITT:

- Please ensure that you send your submission in good time to prevent issues with technology – late tender responses may be rejected by the British Council.
- Do not submit any additional supporting documentation with your ITT response except where specifically requested to do so as part of this ITT. PDF, JPG, PPT, Word and Excel formats can be used for any additional supporting documentation (other formats should not be used without the prior written approval of the British Council).

- All attachments/supporting documentation should be provided separately to your main tender response and clearly labelled to make it clear as to which part of your tender response it relates.
- If you submit a generic policy / document you must indicate the page and paragraph reference that is relevant to a particular part of your tender response.
- Unless otherwise stated as part of this ITT or its Annexes, all tender responses should be in the format of the relevant British Council requirement with your response to that requirement inserted underneath.
- Where supporting evidence is requested as 'or equivalent' you must demonstrate such equivalence as part of your tender response.
- Any deliberate alteration of a British Council requirement as part of your tender response will invalidate your tender response to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
- Responses should be concise, unambiguous, and should directly address the requirement stated.
- Your tender responses to the tender requirements and pricing will be incorporated into the Contract, as appropriate.

17.4 Artificial Intelligence (AI) tools can be used to assist in your bid writing process, however they may also introduce an increased risk of incorrect or misleading statements via 'hallucination'. Your submission should clearly identify any instances where AI or machine learning tools, including large language models, have been used to generate written content or support your bid submission.

18. Clarification Requests

18.1 All clarification requests should be submitted to khurram.shakeel@britishcouncil.org and Asraful.Islam@britishcouncil.org, and by the Clarification Deadline(s), as set out in the Timescales section of this ITT. The British Council is under no obligation to respond to clarification requests and will respond if it considers the question appropriate and the question is received before the Clarification Deadline.

18.2 Any clarification requests should clearly reference the appropriate paragraph in the ITT documentation and, to the extent possible, should be aggregated rather than sent individually.

18.3 The British Council reserves the right to issue any clarification request made by you, and the response, to all potential suppliers unless otherwise agreed with British Council. If the British Council considers the contents of the request to be confidential, it will inform you and you will have the opportunity to withdraw the clarification query prior to the British Council responding to all potential suppliers. If agreement cannot be reached British Council may decline to answer the question if that would be, in the British Council's opinion, inconsistent with its obligations under public procurement law.

18.4 The British Council may at any time request further information from potential suppliers to verify or clarify any aspects of their tender response or other information they may have provided. Should you not provide supplementary information or clarifications to the British Council by any deadline notified to you,

your tender response may be rejected in full and you may be disqualified from this Procurement Process.

19. Evaluation Criteria

19.1 A Competitive Flexible Procedure is a multi-stage procurement event. All valid tender responses will be evaluated in accordance with the evaluation methodology set out below:

Stage 1: In Stage 1A tender responses will be reviewed to ensure that they have been completed correctly, and all necessary information has been provided. Those who have submitted complete Annex 3 – Supplier Response, Annex 4 – Pricing approach and Annex – 5 Procurement Specific Questionnaire (PSQ) will proceed to Stage 1B which is venue assessment by security and operations team. During the visits, the Security and Operations team will verify that each venue meets ALL of the criteria shown in Annex 2. Any venue that does not meet ALL criteria shown in Annex 2, will be disqualified from the process.

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Stage 2: At this stage supplier response and PSQ (technical assessment) will be evaluated by evaluation panel. Annex – 4 -Pricing Approach will also be evaluated by evaluation panel for negotiation (if required) and will be moved to the notification, stand-still and award.

19.2 Award Criteria – Responses from potential suppliers will be assessed to determine the most advantages tender using the following criteria and weightings and will be assessed entirely on your response submitted:

Criteria	Weighting
Social Value	10%
Venue Requirements (Annex 2)	20%
Security Clearance	20%
Commercial	50%

19.3 Scoring Model – All valid tender responses will be scored by an evaluation panel appointed by the British Council for all criteria other than Commercial using the following scoring model:

Points	Interpretation
10	Excellent – Overall the response demonstrates that the bidder meets all areas of the requirement and provides all of the areas evidence requested in the level of detail requested. This, therefore, is a detailed excellent response that meets all aspects of the requirement leaving no ambiguity as to whether the bidder can meet the requirement.
7	Good – Overall the response demonstrates that the bidder meets all areas of the requirement and provides all of the areas of evidence requested, but contains some trivial omissions in relation to the level of detail requested in terms of either the response or the evidence. This, therefore, is a good response that meets all aspects of the requirement with only a trivial level ambiguity due the bidders failure to provide all information at the level of detail requested.
5	Adequate – Overall the response demonstrates that the bidder meets all areas of the requirement, but not all of the areas of evidence requested have been provided. This, therefore, is an adequate response, but with some limited ambiguity as to whether the bidder can meet the requirement due to the bidder's failure to provide all of the evidence requested.
3	Poor – The response does not demonstrate that the bidder meets the requirement in one or more areas. This, therefore, is a poor response with significant ambiguity as to whether the bidder can meet the requirement due to the failure by the bidder to show that it meets one or more areas of the requirement.
0	Unacceptable – The response is non-compliant with the requirements of the ITT and/or no response has been provided.

- 19.4 Commercial Evaluation – Your “Overall Price” (as calculated in accordance with requirements of Annex 4 (Pricing Approach) for the goods and/or services will be evaluated by the evaluation panel for the purposes of the commercial evaluation. Prices must not be subject to any pricing assumptions, qualifications or indexation not provided for explicitly by the British Council as part of the pricing approach.
- 19.5 In the event that any prices are expressed as being subject to any pricing assumptions, qualifications or indexation not provided for by the British Council as part of the pricing approach, the British Council may reject the full tender response at this point.

- 19.6 The British Council may also reject any tender response where the Overall Price for the goods and/or services is considered by the British Council to be abnormally low following the relevant processes set out under the procurement rules.
- 19.7 A maximum offer score of 10 will be awarded to the tender response offering the lowest "Overall Price". Other tender responses will be awarded a mark by application of the following formula: (Lowest Overall Price/Overall Price being evaluated) x 10 (rounded to two decimal places) = commercial score.
- 19.8 Not Used.
- 19.9 Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.
- 19.10 The winning tender response – shall be the tender response scoring the highest percentage score out of 100 when applying the above evaluation methodology, which is also supported by any required verification evidence (to include, without limitation, any updated information or references relating to any Exclusion grounds or conditions of participation responses obtained by the Authority relating to any self-certification or other requirements. If any verification evidence requested from a supplier is not provided in accordance with any timescales specified by the British Council and/or any evidence reviewed by the British Council (whose decision shall be final) does not demonstrate compliance with any such requirement, the British Council may reject that tender response in full and disqualify the potential winning supplier from the Procurement Process at that point.

List of Annexes forming part of this ITT (issued as separate documents):

Annex 1 – Terms and Conditions of Contract

Annex 2 – Venue Requirements

Annex 3 – Supplier Response

Annex 4 - Pricing Approach

Annex 5 – Procurement Specific Questionnaire (PSQ)

Annex 5a- Ratio Analysis Spread sheet