



Private & Confidential

REQUEST FOR PROPOSALS

ACCREDITATION MANAGEMENT SERVICES

**FOR THE ICC WOMEN'S T20 WORLD CUP &
ICC MEN'S T20 WORLD CUP
AUSTRALIA 2020**

1. INTRODUCTION

The International Cricket Council (the "ICC"), acting through its wholly-owned subsidiary company, ICC Business Corporation FZ LLC ("IBC"), which is incorporated under the regulations of the Dubai Technology and Media Free Zone Authority in the United Arab Emirates, owns or controls the commercial rights to the ICC Women's T20 World Cup and ICC Men's T20 World Cup, collectively known as the "Tournaments".

The Tournaments will take place on the following dates:

ICC Women's T20 World Cup	-	21 February – 8 March, 2020
ICC Men's T20 World Cup	-	18 October – 15 November 2020

IBC wishes to appoint a company to deliver a robust accreditation services programme including, without limitation, the services set out in Appendix B (the "Services"), in connection with the Tournaments as described below.

Unless otherwise defined elsewhere, capitalised terms used in this RFP have the meanings set out in Appendix A.

2. OBJECTIVES

- 2.1 The purpose of this RFP is to invite interested and qualified Applicants to submit Proposals for the right to provide the Services to IBC in respect of the Tournaments, as described in the overview of Services set out in Appendix B and on the terms and subject to the conditions set out in this RFP.
- 2.2 This RFP invites Proposals for the right to provide the Services in connection with the Tournaments from Applicants with:
 - (a) extensive proven experience in providing services similar to the Services;
 - (b) a strong financial position;
 - (c) sufficient resources (in particular staffing) to provide the Services;
 - (d) a state-of-the-art information technology (IT) infrastructure; and
 - (e) trained personnel (including in particular, but without limitation, experienced and skilled management personnel).

- 2.3 In submitting a Proposal for the right to provide the Services in respect of the Tournaments each Applicant must:
- (a) complete, sign and return the form as set out in Appendix E, together with its detailed Proposal, by the applicable date specified in the Timetable;
 - (b) provide adequate and detailed answers and information to meet the requirements of the Criteria (as set out in Appendix C); and
 - (c) provide a full, detailed breakdown of costs in relation to the Tournaments within the Price Quotation (as set out in Appendix F).
- 2.4 In submitting its Proposal, each Applicant will have to establish that it satisfies (or will satisfy in a timely fashion) the Criteria and the Requirements. IBC shall evaluate the Proposals based on the extent to which they reveal that such conditions and requirements have been or will be satisfied.
- 2.5 Each Applicant should provide satisfactory evidence to IBC in its Proposal of its financial standing and of its ability to meet the commitments it makes in its Proposal. IBC reserves its right to require appropriate bank guarantees and/or parent company performance guarantees.
- 2.6 IBC may, in its absolute discretion, waive any of the conditions and/or requirements set out in this RFP in respect of any or all of the Applicants. Each Applicant will be evaluated on the overall merits of its Proposal and the Successful Applicant(s) may not have satisfied all conditions and requirements and may not necessarily be the one which offers the most competitive financial terms.

3. ENQUIRIES

- 3.1 IBC shall, where possible, answer questions or provide additional information reasonably requested by Applicants at any time during the Selection Procedure with respect to the contents of this RFP or the means by which the Successful Applicant(s) shall be appointed.
- 3.2 Queries should be addressed in an e-mail with the subject line "**ICC T20 World Cup 2020 – Accreditation Management Services - Query**" to:
- simon.jelowitz@icc-cricket.com
- 3.3 IBC shall attempt to respond to all queries in as expeditious a manner as possible and in such a form as IBC considers appropriate. IBC reserves the right to make its response to any query from any Applicant available to all relevant Applicants without revealing the identity of the initial enquiring party.
- 3.4 IBC may not be able to provide responses and/or additional information to all queries and it shall definitely not be able to do so if such requests are sent less than 5 (five) business days before the due date for receipt of Proposals as set out in the Timetable.

4. SELECTION PROCEDURE OVERVIEW

- 4.1 Each Applicant must submit to IBC its Proposal documents, in English, by email by no later than the due date prescribed in the Timetable to:

simon.jelowitz@icc-cricket.com

- 4.2 Each Applicant must attach all applicable documents in support of its Proposal in accordance with the requirements set out in clause 2.3 of this RFP as well as any other relevant materials, weblinks, photographs and/or attachments. IBC may issue supplementary requests for information which, once issued, will form part of this RFP. IBC may also ask any Applicant for such further information, guarantees and/or documents as IBC deems necessary in connection with any Proposal at any time and any such further information, guarantee and/or document may be used at any point in the Selection Procedure by IBC to evaluate a Proposal.
- 4.3 Each Proposal, once submitted, constitutes a binding and irrevocable offer to provide the Services on the terms set out in the Proposal, which offer cannot be amended or withdrawn after its date of submission (in either case unless requested by IBC).
- 4.4 IBC is not obliged to accept or consider any Proposal in full or in part or any responses or submissions in relation thereto and IBC may reject any Proposal, responses or submissions (or any part thereof) and, in its sole discretion, may refuse to award any business in connection with this RFP. Without prejudice to the foregoing, IBC reserves the right to appoint the Applicant(s) whose Proposal (in the absolute discretion of IBC) most successfully conforms to the Criteria and the Requirements in accordance with the terms and conditions described in this RFP or to make alternative arrangements for the provision of the Services, including (without limitation) issuing a revised or different RFP or providing the Services itself.
- 4.5 IBC shall conduct the Selection Procedure in accordance with the Timetable set out in Appendix D. Each Applicant is and shall be required to comply fully with the applicable deadlines in the Timetable as well as such other deadlines as are imposed by IBC throughout the Selection Procedure (unless otherwise approved by IBC on a case-by-case basis).
- 4.6 The Selection Procedure shall consist of:
- (a) a technical evaluation of each Proposal examining each Applicant's ability to provide the Services in accordance with the Requirements;
 - (b) a financial evaluation of each Proposal examining each Applicant's ability to secure or offer the best possible prices in connection with the Services; and
 - (c) an evaluation of each Applicant's suitability, experience and qualifications, including (without limitation) its compliance with the Criteria as well as the organisational structure and infrastructure proposed by the Applicant to provide the Services.

- 4.7 IBC may, for any reason and at any time during the Selection Procedure, request any Applicant to supply further information and/or documentation. Each Applicant shall supply such further information and/or documentation requested within 7 (seven) calendar days (or such other period of time as may be required by IBC) following receipt of the written request for that information and/or documentation. Any and all costs and/or expenses associated with the provision of the additional information and/or documentation shall be borne by the Applicant.
- 4.8 IBC reserves the right (in its absolute discretion) to determine how to progress any discussions and/or negotiations with Applicants following submission of the Proposals.
- 4.9 After careful consideration and thorough examination of the Proposals and, if applicable, the presentations, IBC shall, in its absolute discretion, confirm which Applicant (if any) it proposes to appoint as the Successful Applicant. The relative competitiveness of the financial terms offered may not necessarily be a decisive factor in choosing between Proposals. IBC reserves the right to make the appointment of the Successful Applicant subject to such further terms and conditions, as it considers appropriate in relation to this RFP process and/or the provision of the Services. Applicants who have not been selected, shall be informed accordingly in writing. IBC shall not be obliged to give any reason(s) for the selection and/or rejection of any Proposal or any part thereof.
- 4.10 The appointment of the Successful Applicant is subject to the conclusion of the Agreement between IBC and the Successful Applicant governing all rights and obligations related to the Services. The Agreement shall be prepared by IBC to include such terms and conditions commonly included in agreements of such nature, together with any other terms and conditions which are required by IBC (whether arising from the specifications of the Proposal of the Successful Applicant or otherwise). It is intended that the Agreement shall be concluded and signed on or before 28 December 2018. The Applicant agrees and acknowledges that IBC shall have the absolute right to determine at its absolute discretion whether or not negotiations shall be conducted on an exclusive basis.
- 4.11 Notwithstanding any other provision of this RFP, IBC reserves the right, at any time and in its absolute discretion, to accept or reject Proposals (or to permit any Applicant to resubmit its Proposal in the event that such Proposal fails to meet any or all of the Criteria and/or the Requirements), to pursue negotiations with any number of Applicants, to withdraw from negotiations with any Applicant at any time, to pursue negotiations in respect of some or all of the Tournaments or parts of the Services, to reduce or increase the total number of Matches in respect of which the Services are required, and to suspend, discontinue, modify and/or terminate this RFP process (or any part thereof) at any time.

5. LEGAL PROVISIONS

- 5.1 In participating in this RFP process, responding to this RFP and/or submitting a Proposal, each Applicant accepts and agrees to be bound by and to comply with the terms of this RFP generally, including (without limitation) the following terms and conditions (which apply in each case equally to all Applicants):

- 5.2 Nothing in this RFP, or in any communication made by IBC or its officers, employees, representatives, agents and/or advisers shall constitute an offer of a contract or a binding contract between IBC and any Applicant, nor shall it be taken as constituting any representation that rights or licences will be granted in accordance with this RFP and/or the Selection Procedure.
- 5.3 IBC reserves the right, at any time during the Selection Procedure, to change any aspect of this RFP, to issue any separate amendment or addendum to this RFP (which will become part of this RFP upon issue) or to issue an amended RFP in place of this RFP, to refuse to consider any Applicants or to withdraw this RFP. Applicants acknowledge that IBC may decide to organise the Services on its own or without appointing any third party and that IBC may increase, decrease, suspend, discontinue and/or modify its requirement for the Services in respect of the Tournaments or any Match.
- 5.4 Whilst IBC has taken all reasonable care to ensure that this RFP is accurate in all material respects at the date of its issue, neither IBC, nor any of its officers, employees, representatives, agents and/or advisers make any representation or warranty or accept any responsibility for the accuracy or completeness of the information contained in this RFP or in any subsequent correspondence by IBC in relation to this RFP, nor shall they be liable for any loss or damage suffered by any Applicant or any other third party in reliance on this RFP or any subsequent communication with IBC.
- 5.5 Without prejudice to clause 5.4 above, this RFP does not contain any representation upon which any Applicant or other recipient may be entitled to rely at any point in time in order to bring any claim, action or proceedings against IBC and/or its associated entities and/or any of their respective officers, employees, representatives, agents and/or advisers (whether for misrepresentation or otherwise). This RFP is incapable of creating any liability for IBC and/or its associated entities and each Applicant hereby irrevocably and unconditionally waives any and all rights it may have, now or at any time in the future, to bring any claim in any court of competent jurisdiction in relation to the appointment or manner of appointment of any Applicant, the Selection Procedure or otherwise in relation to the RFP process.
- 5.6 Each Applicant represents, warrants and undertakes to IBC that any and all information contained in its Proposal and/or submitted in connection with its Proposal, and any and all representations made by or on its behalf to IBC, during the course of the Selection Procedure shall not be false, inaccurate or misleading in any respect (including, without limitation, by the omission of any material, information or facts) and that if, after submitting its Proposal there is any change in the Applicant's circumstances or any other event occurs which may adversely affect and/or impact such information and/or representations and/or the manner in which they may be interpreted by IBC, the Applicant shall promptly notify IBC in writing setting out the relevant details in full. IBC is and shall be fully able to rely on the accuracy and authenticity of any and all information contained in any Proposal and/or submitted in connection with any Proposal in assessing any Applicant's ability to perform and deliver the Services.
- 5.7 Each Applicant agrees to keep confidential at all times, whether during or after the Selection Procedure, all Confidential Information and to take all necessary steps to preserve the strict confidentiality of such Confidential Information, including (without limitation) by disclosing relevant material to its officers, employees, representative,

agents and/or advisers only on a strictly “need to know” basis and only for the purpose of this Selection Procedure.

- 5.8 Each Applicant agrees that it will not discuss any part of this RFP, any Proposal it is considering or which it has submitted and/or any other aspect of the Selection Procedure with any other Applicant at any time for any reason. Any breach of this obligation by an Applicant may result in its immediate elimination from the Selection Procedure.
- 5.9 No Applicant is entitled to make any announcement relating directly or indirectly to this RFP, the Selection Procedure and/or its Proposal. Each Applicant acknowledges and agrees that IBC shall have the absolute right to make any announcement in connection with this RFP and/or the whole or any aspect of the Selection Procedure.
- 5.10 Each Applicant is responsible for any and all costs, expenses and liabilities incurred (directly or indirectly) by or on its behalf in the preparation and submission of its Proposal and/or otherwise in relation to the Selection Procedure and/or any negotiations following receipt by IBC of its Proposal (whether or not an Agreement(s) is entered into with such Applicant). Under no circumstances will IBC and/or its associated entities and/or any of its respective officers, employees, representatives, agents or advisers be responsible for any costs of any Applicant associated in any way (whether directly or indirectly) with the Selection Procedure.
- 5.11 Each Applicant acknowledges that any and all intellectual property rights of IBC, CA and the ICC (including, without limitation, to the name, logo and trophy for the Tournaments) remain the exclusive property of IBC, CA or ICC (as appropriate). Furthermore, any materials provided by IBC to any Applicant shall belong and/or accrue exclusively to IBC. No Applicant shall claim ownership over any rights including (without limitation) intellectual property rights, in relation to the ideas, concepts, material or any other rights contained in this RFP.
- 5.12 In consideration of IBC receiving and reviewing its Proposal, each Applicant confirms and warrants that it has read, understood and accepted the terms and conditions set out in this RFP, which take precedence over any provisions contained in any other communications between the Applicant and IBC. Each Applicant further acknowledges that, except as set out in the Proposal and in the Agreement, there is no existing agreement, arrangement or understanding in place (whether in writing or oral) between IBC and the Applicant in relation to this RFP, its subject matter and/or the provision of the Services.
- 5.13 Each Applicant acknowledges that, save as set out in the Agreement, all rights and opportunities in and in relation to the Tournaments shall be exclusively reserved by IBC, CA and/or the ICC (as appropriate).
- 5.14 IBC shall be able to rely on any and all representations made by each Applicant in its Proposal and/or in connection therewith.
- 5.15 No terms seeking to restrict in any way the discretion of IBC in the Selection Procedure will be accepted.

- 5.16 This RFP, the Selection Procedure and any and all related documentation, correspondence (including, without limitation any Proposal), any non-contractual obligations and any Agreement (or other agreements) entered into between IBC or any of its affiliates and any Applicant or prospective Applicant shall be governed by and interpreted in accordance with English law and any dispute arising from or in relation to the same shall be subject to the exclusive jurisdiction of the English courts.

APPENDIX A

DEFINITIONS

"ACU"	means the ICC's Anti Corruption Unit.
"Agreement"	means each long-form written agreement to be entered into between IBC and the Successful Applicant governing the provision by the Successful Applicant of the Services (or any part of them).
"Applicant"	means any party which is considering whether or not to submit or which submits from time to time a Proposal in response to this RFP.
"Confidential Information"	means any and all aspects of this RFP, the Selection Procedure, the Tournaments and/or the business and/or affairs of the ICC and/or IBC which is or which comes into an Applicant's possession (except where such information is generally available to the public).
"Criteria"	means the list of criteria to be addressed by each Applicant in its Proposal as set out in Appendix C.
"CA"	means Cricket Australia, the governing body for the sport of cricket, which has its administrative office at 60 Jolimont Street, Jolimont, Victoria 3002.
"Host"	means CA, who have been appointed by the ICC to host the Tournaments.
"ICC"	means the International Cricket Council, the international governing body for the sport of cricket, which has its administrative office at Street 69, Dubai Sports City, Sheikh Mohammad Bin Zayed Road, P.O. Box 500070, Dubai, United Arab Emirates.
"Match"	means any official cricket played as part of the Tournaments, (including warm-up matches).
"Proposal"	means all documents and information submitted by an Applicant supporting its bid to provide the Services to IBC, as required under this RFP, including the Price Quotation as set out at Appendix F.
"Requirements"	means the guidelines, directions, requirements, instructions and requests of IBC issued to any Applicant with respect to the Selection Procedure and/or the Services from time to time.

"RFP"	means this Request for Proposals, including all of its appendices and as amended, supplemented or replaced from time to time.
"Selection Procedure"	means the entire procedure conducted by IBC to select and appoint the Successful Applicant for the provision of the Services pursuant to the RFP process and the subsequent negotiation, finalisation and execution of the Agreement.
"Services"	means the services in respect of the Tournaments set out in Appendix B.
"Successful Applicant"	means the Applicant selected by IBC to provide the Services pursuant to the Selection Procedure.
"Timetable"	means the timetable for the Selection Procedure as set out in Appendix D.
"Tournaments"	means the WT20.
"Venue"	means the premises of any stadium, ground or place at which any Match is scheduled to be played and/or any other stadium or ground that may be selected by IBC for any training or practice facilities.
WT20	has the meaning given in clause 1

APPENDIX B

SERVICES

The Successful Applicant shall be required to provide the services listed below in connection with the Tournaments, such services to be delivered by the Successful Applicant always in accordance with any instructions issued by or on behalf of IBC from time to time.

BACKGROUND

Cricket Australia will host two ICC T20 World Cup tournaments in 2020. Collectively known as the Tournaments, they are as follows:

ICC Women's T20 World Cup, 2020, Australia

This 10 team international competition represents the pinnacle of Twenty20 cricket.

Dates: 21 February – 8 March (noting that the official Event 'support period' for which accreditation will be applicable, will commence on 14 February).

Teams: The top eight ranked teams at the completion of the ICC Women's T20 World Cup, 2018 to be confirmed on 25th November 2018.
The finalists of the ICC Women's T20 World Cup Qualifier to be held at a date TBC between August and September, 2019.

Venues: Two warm up match venues; one each in Adelaide and Brisbane
Six Tournament match venues:
Canberra 1
Perth 1
Sydney 2
Melbourne 2 (*Final at the Melbourne Cricket Ground*)

ICC Men's T20 World Cup, 2020, Australia

A 16 team international event, where the best men's Twenty20 teams converge on Australia with the aim of being crowned World Champions.

Dates: 18 October – 15 November, 2020 (noting that the official Event 'support period' for which accreditation will be applicable, will commence on 11 October).

Teams: The top ten teams as per the ICC MRF World T20i rankings as at 31 December 2018
Plus six teams from the ICC T20 World Cup Qualifier to be held at a venue and with dates tbc in October / November 2019.

Venues: A total of seven venues. One venue in each of the following cities:
Adelaide
Brisbane
Geelong
Hobart
Melbourne (*Final at the Melbourne Cricket Ground*)
Perth
Sydney

Whilst accreditation is not intended to be valid for access to hotels, all training sessions and warm-up matches must be run under full accreditation access-controlled conditions.

SERVICES

IBC is seeking a response that incorporates a proposed strategy and associated costs to supply and manage the accreditation system requirements and materials for the Tournaments based on the scope of services detailed below:

1. Develop an appropriate and comprehensive accreditation policy for the Tournaments in consultation with IBC and the Host;
2. Provide information and recommendations to IBC and the Host with regards to latest industry standards for event accreditation;
3. Utilisation of industry leading standard software and for the efficient management of access to venues with full back-up systems for all IT infrastructure.
4. Incorporate visual access control information on each accreditation pass, as well as utilising individual bar code functionality to provide the ability to invalidate a pass for any given match through a scanning process.
5. Undertake surveys of Venues as agreed and submit post-inspection reports for the purpose of implementing scanning requirements;
6. Assist in providing user manuals to be used for demonstration or learnings on how to use the Accreditation system, including briefings of Tournaments stakeholders to ensure everyone understands how the accreditation system will work and how different groups must apply for accreditation;
7. Design the accreditation pass stock in accordance with Tournaments brand guidelines (and incorporating industry standard security features as necessary and approved by IBC);
8. Produce and manage accreditation pass stock at each match centre;
9. Implement a secure and efficient on-line accreditation application and approval system which includes a facility for bulk upload of applicant information, as well as produce, design and distribute paper accreditation application forms (as necessary) in a format approved by IBC and the Host;
10. Act as point of receipt for completed accreditation forms where necessary, liaise with applicants on the completion of forms and compile and maintain a comprehensive applicant database for the Tournaments;
11. Produce accreditation lists for approval and review by IBC as required;
12. Liaise as necessary with the ICC Security Manager, LOC Security Manager and with the security agency(ies) that will be responsible for screening of applicants (for the avoidance of doubt, the cost of security screening will not form part of the accreditation

budget. However, the Successful Applicant, in liaison with the LOC, must be able to provide to the screening and visa agency(ies) access to required applicant information in the format requested to enable screening and visa approvals to take place in the most efficient manner;

13. Liaise as necessary with Tournaments media and broadcast management personnel with regards accreditation processes for rights and non-rights holding broadcasters and photographers;
14. Procure bibs for media personnel and camera stickers as necessary;
15. Liaise with IBC and the Host regarding the approval of accreditation applicants and the zones/areas to which they are accredited;
16. Produce approved accreditation passes and manage process of pass collection within each match centre;
17. Procure the required number of Tournaments-branded accreditation lanyards in up to three colours;
18. Supply wristbands for ICC hospitality guests (maximum 500 per Match day) and lanyards with plastic pouches which will accommodate hospitality tickets;
19. Establish and document Venue accreditation zones/areas in consultation with IBC, the Host, host venues and the security providers;
20. Design, produce and supply accreditation signage to demarcate accreditation boundaries and to enable recognition of passes at accreditation zone/area entry points;
21. Design and produce squad photoboards for display outside entrance points to team dressing rooms to ICC ACU specifications;
22. Appoint suitably skilled person(s) to manage the entire accreditation programme (on a full-time basis when necessary); This person will need to be in regular liaison with the ICC and LOC as required.
23. Staff and manage fully functional accreditation centres (as a minimum one accreditation centre at each Venue) and ensure such centres are equipped with tables, chairs, electrical power supply and broadband internet access, amongst other requirements, which are all to be provided by the Successful Applicant. Respondents should identify roles which can be fulfilled through the Tournament Volunteer Programme along with a breakdown of such roles and numbers;
24. Develop and manage a system to ensure the efficient, professional, secure and cost-effective distribution of accreditation passes in advance of (and during) the Tournaments;
25. Engage a dedicated media accreditation manager to manage the media accreditation process and deal with media queries on matters relating to Tournaments and Match day accreditation matters in consultation with IBC staff;

26. Ensure that Match day media accreditation lists are provided to IBC for review and approval no later than 3 (three) days before each Match;
27. Recruit (and train where necessary) an appropriate number of local staff as may be required to manage and implement the Services at each Venue;
28. Provide regular reports (including without limitation detailed financial reports) and establish monthly management meetings with IBC and the Host as required to provide an overview of the Services in accordance with business plans approved by IBC and the Host;
29. Ensure sufficient levels of professional indemnity/negligence insurance are in place with a minimum level of coverage of US\$2million for each insurable event; and
30. Provide a detailed report following the Tournaments including without limitation expense statements and analysis of operations and performance for discussion with IBC as a part of the post-Tournaments review.
31. Demonstrate identified opportunities for operational efficiency and economies of scale which will benefit ICC due to the appointment of one service provider to the Tournaments.

IBC reserves the right to amend the scope of the Services at any time prior to execution of an Agreement by the Successful Applicant.

APPENDIX C

CRITERIA

Each Proposal must include information to allow IBC to evaluate the Relevant Experience, Organisational Criteria, Operational Criteria and Financial Criteria about the Applicant (together the "**Criteria**") set out below. Proposals may, where appropriate, include the provision of documentary evidence in support of the relevant Criteria and Applicants are requested to address as fully as possible the questions set out below in respect of each of the Criteria. IBC reserves the right to evaluate Proposals by reference to the below evaluation criteria and any other criteria in its absolute discretion.

Relevant Experience

1. What relevant experience does the Applicant have in relation to the international cricket market?
2. What relevant experience, if any, does the Applicant have within Australia??
3. How will the Applicant's experience and expertise in providing accreditation services in relation to previous global sporting events enable the Applicant to deliver the scope of the Services required for the Tournaments?
4. What innovations, concepts, products or processes has the Applicant previously introduced in the delivery of accreditation services? How will the Applicant apply any of the foregoing to the Services?
5. What other events would your organisation be charged with delivering from January 2019 up to and including the time of the Tournaments?
6. Please provide details of the Applicant's most recently delivered accreditation project.

Organisational Criteria

7. Please include a detailed staffing plan of how the Applicant intends to operate before and during the Tournaments (including an organisation chart, the size and composition of the proposed team, respective responsibilities and escalation paths) and how the Applicant believes each team member's experience makes them suitable for these roles.
8. Within the staffing plan indicate who the Applicant proposes to act as its Account Director/Manager for the Tournaments and how the Applicant believes their experience makes them suitable for this or this role. Please indicate staff that will be available in Australia for face to face meetings.
9. How will the structure, composition and experience of the Applicant's project team ensure consistent service levels for both Tournaments?
10. Will the Applicant have the capability to change staffing rapidly during the Tournaments as required? Does the Applicant propose to sub-contract any

aspect of the Services? If so, please provide full details about proposed sub-contractors and any other material information.

Operational Criteria

11. Please provide an in depth “reverse brief” in which the Applicant details its understanding of the delivery requirements and strategies for the Services, highlighting cost effective solutions.
12. What are the Applicant’s processes for concluding and managing contracts as well as maintaining relationships with clients? Is the Applicant able to demonstrate any established connections within the sports events industry in Australia?
13. How will the Applicant manage its resources to meet the Services requirements? Provide an overall project summary including an implementation plan which sets out a proposed detailed project timeline, highlighting the key dates and milestones in the planning and implementation process.
14. How will the Applicant report progress, both formally and informally, during Tournaments planning (details should include formats, frequency and project team members involved)?
15. What systems/methods does the Applicant use to ensure consistency of service standards? Supporting documentation might include a summary of training modules, training manuals, checklists etc.
16. What is the Applicant’s process for testing and an end-to-end dry run of the Services and evaluation of its systems’ capabilities?
17. What are the Applicant’s plans for the implementation and use of information technology to streamline the Services?
18. Can the Applicant confirm it will provide all software and hardware necessary for the delivery of the Services?
19. Will the Applicant provide full integration services covering requirements definition, business analysis, design, software customisation (if required), data management, security management (e.g. data privacy), testing services, deployment, monitoring and maintenance?
20. Please provide the following information:
 - a. A full overview of the solution proposed, including the software and hardware requirements for the operational delivery/deployment and the solution’s performance goals (such as availability, response time, capacity management);
 - b. An overview of how the Applicant manages the system development lifecycle, including both the development, testing and change management process for accommodating IBC’s business and process requirements;

- c. An overview of the security features of the proposed solution including whether evidence can be provided of independent external verification of these security features;
 - d. An overview of the solution's reporting capabilities – i.e. the types of reports and extracts available;
 - e. A full list of all exclusions or dependencies expected to be provided by or on behalf of IBC for the delivery of the solution – specifically noting the hardware or technology (i.e. internet access) and volumes required for on-venue deployment within any "Accreditation Centre";
 - f. A high-level view of the disaster recovery and business continuity practices that will be adopted for the solution deployment;
 - g. An overview of the data management and auditing components of the proposed solution – including import/export features and reporting capabilities;
 - h. An overview of the system monitoring (availability and security) including how the Applicant will monitor the system usage to maintain confidentiality, integrity and availability of the service.
21. Please identify any material risks in the provision of the Services and how the Applicant will manage any risks associated with the delivery of the Services?
 22. What are the Applicant's current levels of insurance in relation to Professional Indemnity, Public Liability and Directors' and Officers' E&O insurance? Would the Applicant propose to make any changes in relation to the Tournaments? Would the Applicant's current insurance policies be able to add IBC as an additional insured, as IBC would require?
 23. How does the Applicant manage compliance with particular laws and regulations, including privacy laws?
 24. Please outline the capabilities of the system to allow Security Agencies live, real time, read only access for background checking and visa approval processes. Please also outline how the system can capture travel details of participants (i.e passport details, flight information etc)
 25. What is the applicants process for the uploading of data? What is the ability of the system to upload key details from other systems, i.e A volunteer database or contractor database.

Financial Criteria

26. Please detail the total cost of the Proposal in US dollars (inclusive of all taxes), clearly identifying inclusions and exclusions, and pricing separately each relevant part of the scope of Services set out in Appendix B. The Applicant's detailed budget should include a line-by-line breakdown of all expenses. Full assumptions and specific costs should be provided to support how the pricing has been structured.

27. Please specify details of any other commercial terms the Applicant would expect.
28. Please provide supporting details on all categories of labour costs, all additional allowances, payments, and on costs used in the pricing of the labour component.

APPENDIX D

TIMETABLE

The current timetable for the Selection Procedure is as follows:

Occasion	Date *
Deadline for receipt by IBC of Proposals from Applicants	31 January
Short-list of Applicants	14 February
Selection and appointment by IBC of the Successful Applicant	28 February

* Applicants are reminded that these dates may be amended by IBC, in its absolute discretion, for whatever reason and at any time.

APPENDIX E

1. DETAILS OF APPLICANT

IBC shall treat the following information as confidential:

- | | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| 1 | Type of business activity: | <hr/> |
| 2 | Address and headquarters: | <hr/> |
| 3 | Phone number: | <hr/> |
| 4 | Fax number: | <hr/> |
| 5 | Email address: | <hr/> |
| 6 | Website: | <hr/> |
| 7 | Contact person, position in company and contact details: | <hr/> |
| 8 | Trade register entry and legal status | <hr/> |
| 9 | Composition of board of directors and management, including total number employees: | <hr/> |
| 10 | Summary (in table form) of key personnel, including name, position, summary of skillset, estimated time commitment to implementing the Services as a percentage of their overall time: | <hr/> |
| 11 | Parent company and/or holding structure and substantial shareholdings in other companies (> 25%): | <hr/> |
| 12 | Details (including supporting documents) of the Applicant's | <hr/> |

financial status including, but not limited to, details of the most recent audited reports and accounts (last 2 years), Copy of the trade licence, general financial performance and any applicable credit ratings.):

- 13 References (previous business involvement in sport events and other major events); please indicate name, title/function, phone, email:

- 14 Years of experience in the current business:

2. RESPONDENT DETAILS

Date Business Commenced:		Total Employees:	
---------------------------------	--	-------------------------	--

3. KEY PERSONNEL

Function	Name	Position	Competency	Estimated time commitment*
<i>E.g. Executive Partner</i>	<i>John Smith</i>	<i>Managing Director</i>	<i>(insert relevant skills)</i>	<i>10%</i>

**Estimated time commitment to be contributed by the key personnel to this project of their total time.*

Note - Additional personnel can be added on a separate sheet

By submitting a Proposal, I confirm for and on behalf of my organisation that I have read and understood the terms and conditions of the RFP issued by IBC for the appointment of an organisation to provide the Services in connection with the Tournaments, and I agree for and on behalf of my organisation that the organisation which I represent is and shall remain bound by such terms and conditions.

Signature: _____

Name: _____

Title: _____

Organisation: _____

Place: _____

Date: _____

APPENDIX F

PRICE QUOTATION

Tournaments	Price Quotation (USD\$) (To be completed by Applicant)
ICC WOMEN'S T20 WORLD CUP 2020	_____
ICC MEN'S T20 WORLD CUP 2020	_____
TOTAL	_____

Total: _____

A fully itemised unit breakdown of costs for each of the Tournaments should be provided against the table in Appendix B. Management fees and other costs must be clearly stated and must be **inclusive** of any and all taxes that may be chargeable thereon. Applicants are requested to note the following:

- (a) All travel, accommodation and subsistence/per diem costs must be detailed within the breakdown as well as the management fee;
- (b) IBC's preferred payment schedule in the cast of each of the Tournaments is:
 - i. 20% to be paid 120 days from the start of the Tournament;
 - ii. 30% to be paid 60 days from the start of the Tournament;
 - iii. 50% to be paid 15 days after the last Match of the Tournament following a mutually agreed reconciliation statement.
- (c) All costs detailed in the price quotation must be in US dollars and all invoices shall be issued and paid in US dollars; and

- (d) The cost budget and any management fees shall be deemed to be inclusive of any and all Taxes (including Sales Tax & VAT) and, further, shall be subject to any deduction or liability for Withholding Tax as may be applicable, provided that in such circumstances IBC shall deliver to the Successful Applicant(s) evidence that Withholding Taxes have been deducted and deposited with or paid to the relevant taxing authority and shall provide a certificate to the Successful Applicant(s) in accordance with the provisions of the relevant law.