



INVITATION TO TENDER

ICC EVENTS

ACCREDITATION MANAGEMENT SERVICES

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1. INTRODUCTION

- 1.1 ICC Business Corporation FZ LLC ("**IBC**"), a wholly owned subsidiary of the International Cricket Council Limited ("**ICC**"), is incorporated under the regulations of the Dubai Development Authority in the United Arab Emirates, and is sanctioned by the ICC to organise ICC Events and to exploit all commercial rights pertaining to ICC Events throughout the world.
- 1.2 IBC wishes to appoint a company to provide accreditation management services including, without limitation, the services set out in Appendix B ("**Services**") in connection with the ICC Event(s).
- 1.3 Unless otherwise defined elsewhere, capitalised terms used in this ITT have the meanings set out in Appendix A.

2. OBJECTIVES

- 2.1 The purpose of this ITT is to invite interested and qualified Applicants to submit Tenders for the right to provide the Services to IBC, 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 ITT.
- 2.2 This ITT invites Tenders for the right to provide the Services in respect of the ICC Event(s) 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; and
 - (d) trained personnel (including in particular, but without limitation, experienced and skilled management personnel).
- 2.3 In submitting a Tender for the right to provide the Services, each Applicant must by the date specified in the Timetable at Appendix D:
 - (a) provide adequate and detailed answers and information to meet the requirements of the Criteria as set out in Appendix C;
 - (b) complete, sign and return the Details of Applicant form as set out in Appendix E;
 - (c) provide a full, detailed breakdown of costs in relation to creating the full list of deliverables required as part of the Services within the Price Quotation Template provided to Applicants;
 - (d) provide any other relevant and supplementary materials or information as requested in this ITT or as requested by IBC pursuant to terms of this ITT.
- 2.4 In submitting its Tender, each Applicant will have to establish that it satisfies (or will satisfy in a timely fashion) the Criteria and the Requirements. IBC will evaluate the Tenders based on the extent to which they satisfy such conditions and requirements.

- 2.5 Each Applicant should provide satisfactory evidence to IBC in its Tender of its financial standing and of its ability to meet the commitments it makes in its Tender. 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 ITT in respect of any or all of the Applicants. Each Applicant will be evaluated on the overall merits of its Tender 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 ITT 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 "**Accreditation ITT - Query**" to the following addresses:
- Accreditation@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 Tenders as set out in the Timetable.

4. SELECTION PROCEDURE OVERVIEW

- 4.1 This Invitation to Tender pack consists of:

Document	Instruction
The primary document	To be read
Appendix A - Definitions	To be read
Appendix B – Descriptions of Services	To be read
Appendix C - Criteria	To be returned, with a response to each section
Appendix D – Timetable	To be read
Appendix E – Details of Applicant	To be completed and returned
List of ICC Events	To be provided once the Applicant has noted their interest to respond to the ITT pursuant to paragraph 4.2 of this ITT.
Price Quotation Template	To be provided to the Applicant once the Applicant has noted their interest to respond to the ITT pursuant to paragraph 4.2 of this ITT. To be completed on the template provided and returned to IBC.
Delivery Timeline	To be provided to the Applicant once the Applicant has noted their interest to respond to the ITT pursuant to paragraph 4.2 of this ITT. To be reviewed by the Applicant with any suggested timelines highlighted where the Applicant would require more or less time to

	meet the relevant milestone, including after taking into consideration the relevant ICC Event locations.
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- 4.2 Each Applicant must send IBC an email outlining their interest to respond to the ITT, together with a signed non-disclosure agreement (included as Appendix G) to: accreditation@icc-cricket.com
- 4.3 Upon receipt by IBC of the signed non-disclosure agreement and email detailed in paragraph 4.2 above, IBC shall provide Applicants further ICC Event related information, the Price Quotation Template and the Delivery Timeline.
- 4.4 Applicants must submit to IBC its Tender documents, in English, by email by no later than the due date prescribed in the Timetable to: accreditation@icc-cricket.com.
- 4.5 Each Applicant must attach all applicable documents in support of its Tender in accordance with the requirements set out in paragraph 2.3 of this ITT 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 ITT. IBC may also ask any Applicant for such further information, guarantees and/or documents as IBC deems necessary in connection with any Tender 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 Tender.
- 4.6 Each Tender, once submitted, constitutes a binding and irrevocable offer to provide the Services on the terms set out in the Tender, which offer cannot be amended or withdrawn after its date of submission (in either case unless requested by IBC).
- 4.7 IBC is not obliged to accept or consider any Tender in full or in part or any responses or submissions in relation thereto and IBC may reject any Tender, responses or submissions (or any part thereof) and, in its sole discretion, may refuse to award any business in connection with this ITT. Without prejudice to the foregoing, IBC reserves the right to appoint the Applicant(s) whose Tender (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 ITT or to make alternative arrangements for the provision of the Services, including (without limitation) issuing a revised or different ITT or providing the Services itself.
- 4.8 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).
- 4.9 The Selection Procedure shall consist of:
- (a) a technical evaluation of each Tender examining each Applicant's ability to provide the Services in accordance with the Requirements, including evaluation of the examples provided;
 - (b) a financial evaluation of each Tender examining each Applicant's ability to secure or offer the best possible prices in connection with the Services;
 - (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; and
 - (d) the designation of one or more Applicants as the Preferred Supplier for the Services.

- 4.10 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.
- 4.11 IBC reserves the right (in its absolute discretion) to determine how to progress any discussions and/or negotiations with Applicants following submission of the Tenders.
- 4.12 After careful consideration and thorough examination of the Tenders and, if applicable, the presentations, IBC shall, in its absolute discretion, confirm which Applicant(s) (if any) it proposes to appoint as the Successful Applicant(s). Separate Applicants may be appointed for one or more of the different elements of the Services set out in Appendix B, and it is open to Applicants to specify that their Tender covers some but not all of the ICC Events and/or elements of the Services set out in Appendix B. Applicants should clearly indicate in their Tenders any cost implications should IBC appoint another Applicant or Applicants for other ICC Events or to provide other elements of the Services. The relative competitiveness of the financial terms offered may not necessarily be a decisive factor in choosing between Tenders. IBC reserves the right to make the appointment of the Successful Applicant(s) subject to such further terms and conditions as it considers appropriate in relation to this ITT 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 Tender or any part thereof.
- 4.13 The appointment of the Successful Applicant(s) is subject to the conclusion of Agreement(s) between IBC and the Successful Applicant(s) governing all rights and obligations related to the Services. The Agreement(s) 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 Tender of the Successful Applicant(s) or otherwise). Each 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.
- 4.14 Notwithstanding any other provision of this ITT, IBC reserves the right, at any time and in its absolute discretion, to accept or reject Tenders (or to permit any Applicant to resubmit its Tender in the event that such Tender 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 ICC Events and/or Services, to modify the scope and scale of the Services, and to suspend, discontinue, modify and/or terminate this ITT process (or any part thereof) at any time.

5. LEGAL PROVISIONS

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

- 5.1 Nothing in this ITT, 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 ITT and/or the Selection Procedure.

- 5.2 IBC reserves the right, at any time during the Selection Procedure, to change any aspect of this ITT, to issue any separate amendment or addendum to this ITT (which will become part of this ITT upon issue) or to issue an amended ITT in place of this ITT, to refuse to consider any Applicants or to withdraw this ITT. 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 ICC Event(s) or any part thereof.
- 5.3 Following consideration of the desirable contractual structure for the Services in light of the location and identity of the Successful Applicant, IBC may at any time prior to execution of the Agreement elect for: i) the contracting party to be another ICC entity, the host of an ICC Event, the LOC or other appropriate entity rather than IBC; and/or ii) the Services to be contracted via more than one Agreement at any time prior to the respective ICC Event.
- 5.4 Whilst IBC has taken all reasonable care to ensure that this ITT 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 ITT or in any subsequent correspondence by IBC in relation to this ITT, nor shall they be liable for any loss or damage suffered by any Applicant or any other third party in reliance on this ITT or any subsequent communication with IBC.
- 5.5 Without prejudice to paragraph 5.4 above, this ITT 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 ITT 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 ITT process.
- 5.6 Each Applicant represents, warrants and undertakes to IBC that any and all information contained in its Tender and/or submitted in connection with its Tender, 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 Tender 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 Tender and/or submitted in connection with any Tender 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. In order to access further event related information the Applicant shall sign the Non-Disclosure Agreement set out in Appendix G of this ITT as detailed in paragraph 4.2.
- 5.8 Each Applicant agrees that it will not discuss any part of this ITT, any Tender 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 ITT, the Selection Procedure and/or its Tender. Each Applicant acknowledges and agrees that IBC shall have the absolute right to make any announcement in connection with this ITT 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 the Applicant or on its behalf in the preparation and submission of its Tender and/or otherwise in relation to the Selection Procedure and/or any negotiations following receipt by IBC of its Tender (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 and the ICC in relation to the ICC Events (including but not limited to the name, logo and trophy for the ICC Events) remain the exclusive property of IBC or the 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 ITT, including the examples provided as part of this ITT which shall be owned by IBC.
- 5.12 In consideration of IBC receiving and reviewing its Tender, each Applicant confirms and warrants that it has read, understood and accepted the terms and conditions set out in this ITT, 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 Tender and in the Agreement(s), there is no existing agreement, arrangement or understanding in place (whether in writing or oral) between IBC and the Applicant in relation to this ITT, its subject matter and/or the provision of the Services.
- 5.13 Each Applicant acknowledges that, save as set out in the Agreement(s), all rights and opportunities in and in relation to ICC Events or the Services shall be exclusively reserved by IBC, the LOC 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 Tender 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 ITT, the Selection Procedure and any and all related documentation, correspondence (including, without limitation any Tender), any non-contractual obligations and any Agreement(s) (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.

6. CONFLICTS AND COLLUSIVE BEHAVIOUR

- 6.1 A conflict of interest arises when an Applicant's integrity, objectivity or fairness in performing the Services is at risk due to a personal interest or conflicting business arrangement of the Applicant, or a person or organisation associated with the Applicant.
- 6.2 An Applicant must accordingly disclose in their Tender any potential or actual conflicts of interest that they may have or may be perceived to have in respect of their responsibilities to

IBC and other parties in the course of delivering the Services, should they be selected as the Successful Applicant. Applicants with such conflict or perception of conflicts must specify within their Tender how they will manage the conflict or perception of conflict to provide assurance that it will not adversely impact the performance of any Services.

- 6.3 The Applicant and any person or organisation associated with the Applicant must not directly or indirectly provide any form of inducement or reward to any employee, member or shareholder of IBC, the ICC or any affiliates or associated concerns or any of their respective representatives in relation to the Selection Procedure under this ITT.
- 6.4 Without prejudice to any criminal liability an Applicant may attract and any other remedies available to IBC or the ICC, each Applicant hereby undertakes that it shall not:
- (a) fix or adjust the costs of its Tender by or in accordance with any agreement or arrangement with any other party;
 - (b) communicate to any party the costs or approximate costs of its proposed Tender or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Tender or insurance or any necessary security);
 - (c) enter into any agreement or arrangement with any other party that such other party shall refrain from submitting a Tender;
 - (d) enter into any agreement or arrangement with any other party as to the costs of any Tender submitted; and/or
 - (e) collaborate or collude with any third party with a view to unfairly influencing the outcome of the Selection Procedure under this ITT or otherwise misleading or concealing information from IBC.

7. **OTHER OBLIGATIONS**

- 7.1 The engagement of the Successful Applicant(s) pursuant to this ITT is subject to the conclusion of the Agreement(s) between IBC (which shall for the purposes of this paragraph 7 be deemed to include such other ICC entities as IBC nominates) and the Successful Applicant(s), governing all rights and obligations related to the Services to be provided by the Successful Applicant(s). The Agreement(s) 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 accepted Tender or otherwise). Some key principles in relation to the Agreement(s) are set out below:

Subject	Principle
<i>Contracting Party</i>	IBC may elect for the contracting party to be IBC, another ICC entity, the host of an ICC Event, the LOC or other appropriate third-party entity rather than IBC.
<i>Payment Schedule</i>	All monetary consideration to be payable in United States dollars by IBC which will be inclusive of all taxes, deductions, withholdings etc. IBC shall make payments accordingly (subject only to any deduction for withholding tax that IBC may be obliged at law to make, if applicable).
<i>Committed Costs</i>	In the event of cancellation, relocation, postponement or change of format of the ICC Event(s) for any reason (including Force Majeure), IBC shall not be required to make any further payment of the fee for the relevant ICC Event(s) and the Successful Applicant shall promptly refund any fee (or part thereof) paid by IBC prior to the

Subject	Principle
	relevant date, except that the Successful Applicant shall be entitled to retain or be reimbursed by IBC for its Committed Costs in respect of the relevant ICC Event(s). Committed Costs means the actual costs directly incurred by the Company in providing the Services (in accordance with the Expenditure Template in the Agreement) prior to the date on which it is notified of the cancellation, abandonment, postponement, relocation or change of format of a Match or an Event (as applicable), which: (i) it cannot avoid, cancel or mitigate (having used its best endeavours to do so); and (ii) are evidenced by the submission of audited accounts.
<i>Assignment and sub-contracting</i>	The Successful Applicant(s) will only be able to assign/ sub-contract any or all of its rights and obligations under the Agreement(s) with the express written permission of IBC. However, the Successful Applicant(s) shall at all times remain primarily liable for the performance of all of its obligations under the Agreement(s) notwithstanding any such sub-contract.
<i>Insurance</i>	The Successful Applicant shall obtain and maintain, at its own expense, comprehensive public liability and product liability insurance (with a reputable insurer acceptable to IBC with a minimum "A" grade S&P, Moody's or similar rating) to protect the Successful Applicant and IBC against any and all claims, actions, losses and damages arising out of the provision of the Services (including, without limitation, coverage for financial loss, efficacy and failure to fulfil function) up to a minimum amount of US\$10,000,000 (ten million United States dollars) for any one claim (or in aggregate in respect of product liability). The Successful Applicant to take out and maintain throughout the Term at its own cost, appropriate professional indemnity insurance with a reputable insurer, in an amount not less than US\$5,000,000 (five million United States dollars) for any one claim, to cover any claim that may arise under or in connection with the Services, including but not limited to cover against defamation, negligence, malpractice, breach of duty or any other act or omissions in the performance of the Services. IBC shall be named as an additional insured under this policy and provided with a copy of the policy if requested. The terms of the policy shall not operate to relieve the Successful Applicant of any of its liabilities under the Agreement. The Successful Applicant shall obtain and maintain cyber insurance coverage of US\$1.5million per instance to protect the Successful Applicant and IBC against any and all claims, actions, losses and damages arising out of the provision of the Services cover all & any cyber incidents of the accreditation system. The Successful Applicant shall promptly provide evidence of such insurance to IBC upon request, and shall immediately notify IBC should any occurrence serve to void such insurance.
<i>Intellectual Property Rights</i>	IBC shall own and retain ownership of all of intellectual

Subject	Principle
	property rights which it provides to the Successful Applicant or which arise as a result of the Services from creation. The Agreement(s) will require assignment by the Successful Applicant(s) for any intellectual property rights that may be created or become vested in the Successful Applicant(s) (or any sub-contractor) in the course of the performance of Service(s) from creation and a full indemnity for any intellectual property rights infringement.
<i>Data Protection security and compliance</i>	The Successful Applicant shall be responsible for the secure processing, storage, transmission, management and protection of all accreditation data collected or processed in connection with the Services. The Successful Applicant shall: 1. Comply with all applicable data protection, privacy, cybersecurity and information security laws and regulations in all jurisdictions relevant to the delivery of the Services. 2. Implement and maintain appropriate technical and organisational security measures to protect accreditation data from loss, unauthorised access, disclosure, alteration, corruption or misuse. 3. Maintain a formal information security management programme and provide evidence of its cybersecurity governance framework. 4. Hold and maintain ISO/IEC 27001 certification, or an equivalent internationally recognised information security certification, throughout the term of the Agreement. 5. Provide ICC, upon request, copies of relevant security credentials and assurance documentation, including security certifications, independent penetration test reports or executive summaries, vulnerability assessment reports and cyber insurance certificates. 6. Conduct independent penetration testing of the accreditation platform and supporting infrastructure at least annually and remediate identified critical and high-risk findings in a timely manner. 7. Ensure that accreditation data is encrypted in transit and at rest and that access is protected through multi-factor authentication. 8. Notify ICC promptly, and in any event within 24 hours, of any actual or suspected security incident, data breach or regulatory non-compliance affecting accreditation data. 9. Remain fully responsible for the security, compliance and actions of any subcontractors, hosting providers or third parties used in delivering the Services. 10. Return all accreditation data to ICC or its nominated replacement provider at the end of the Agreement and securely delete all remaining copies unless

Subject	Principle
	retention is required by law. ICC shall retain ownership of all accreditation data. The Successful Applicant shall be responsible for the security, protection, management and lawful processing of such data throughout the provision of the Services.
<i>No Partnership</i>	Nothing in the Agreement(s) and no action taken by the parties pursuant to it shall constitute, or be deemed to constitute, the parties as a partnership, association, joint venture or other co-operative entity.
<i>Liability</i>	IBC shall not be liable to the Successful Applicant(s) under the Agreement(s) for any indirect or consequential loss arising out of or in connection with the performance of its obligations under the same or any breach thereof even if it was advised in advance of the possibility of such loss or damage.
<i>Applicable Law</i>	The Successful Applicant shall deliver the Services in compliance with all applicable laws including, but not limited to, all applicable data protection laws.
<i>Governing Law</i>	The Agreement(s) will be governed by and interpreted in accordance with the laws of England and Wales.

APPENDIX A

DEFINITIONS

"Agreement(s)"	means each long-form written agreement to be entered into between IBC and the Successful Applicant(s) governing the provision by the Successful Applicant(s) 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 Tender in response to this ITT.
"Confidential Information"	means any and all aspects of this ITT, the Selection Procedure, 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 Tender as set out in Appendix C.
"Delivery Timeline"	means the document that itemises key deadlines and roles required for each ICC Event.
"IBC"	means ICC Business Corporation FZ LLC, which has its registered address at Shared Desk 2-55, Second Floor, Building 2, Dubai Media City, United Arab Emirates, and its administrative office at Street 69, Dubai Sports City, Sheikh Mohammad Bin Zayed Road, P.O. Box 500070, Dubai, United Arab Emirates.
"ICC"	means the International Cricket Council Limited, the international governing body for the sport of cricket.
"ICC Event(s)"	means the ICC events covered by this ITT.
"ITT"	means this Invitation to Tender, including all of its appendices and as amended, supplemented or replaced from time to time.
"LOC"	means the local organising committee established by the Member Board appointed to host the relevant ICC Event(s).
"Match"	means any official cricket played as part of the relevant ICC Event(s), including warm-up matches.
"Preferred Supplier"	means the Applicant(s) designated as such by IBC following the initial stage of the Selection Procedure.
"Price Quotation Template"	means the template that itemises the costs for the Services to be completed by the Applicant as part of the Tender.

"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.
"Selection Procedure"	means the entire procedure conducted by IBC to select and appoint the Successful Applicant(s) for the provision of the Services pursuant to the ITT process and the subsequent negotiation, finalisation and execution of the Agreement(s).
"Services"	means the services set out in Appendix B.
"Successful Applicant(s)"	means the Applicant(s) selected by IBC to provide the Services pursuant to the Selection Procedure.
"Tender"	means all documents and information submitted by an Applicant supporting its bid to provide the Services to IBC, as required under this ITT, including the Price Quotation.
"Timetable"	means the timetable for the Selection Procedure as set out in Appendix D.
"Venue"	means the premises of any stadium, ground or place at which any Match is scheduled to be played and/or any other stadium, ground or place that may be selected by IBC for any training, practice or preparatory purposes during the relevant ICC Event(s).

APPENDIX B

SERVICES

The Successful Applicant shall be required to provide the services listed below in connection with the ICC Event(s), 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.

All training sessions, warm up matches and Matches at the ICC Event(s) must be run under full access controlled conditions.

Whilst accreditation is not intended to be valid for access to hotels, this may become necessary dependent on protocols required to be in place for the ICC Event(s).

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 ICC Events based on the scope of services detailed below. Applicants should make sure that they are able to provide the services below for each of the ICC Events covered by their Tender submission:

1. Develop an appropriate and comprehensive accreditation policy for the relevant ICC Events in consultation with IBC and the LOC;
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, or industry best practise, 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 all relevant ICC Event 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 relevant ICC Event brand guidelines (and incorporating industry standard security features as necessary and approved by IBC);
8. Produce and manage accreditation pass stock at each Venue accreditation 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. The system should have an easy-to-use dashboard with access for IBC staff, which includes live data and metrics on the number of people accredited per Venue and a breakdown by role; along with live scanning data available on Match days.
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 Event/s;

11. Produce accreditation lists for approval and review by IBC as required;
12. Liaise as necessary with the ICC Security Manager, Host Security Director 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 relevant ICC Event media and broadcast management personnel with regards accreditation processes for rights and non-rights holding broadcasters and photographers;
14. Provide bibs for media broadcast and digital personnel and camera stickers as necessary;
15. Liaise with IBC 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 Venue accreditation centre;
17. Provide the required number of ICC Event branded accreditation lanyards;
18. Supply wristbands, cards and lanyards for ICC hospitality guests and one clip 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. Signage must be printed on sturdy backing boards and be waterproof;
21. Design and produce PMOA photoboard for display outside entrance points to team dressing rooms to ICC ACU specifications; updating as necessary. Photoboard must be printed on sturdy backing boards and be waterproof;
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/Host staff as required;
23. Staff and manage fully functional Venue accreditation centres (as a minimum one accreditation centre at each Venue including warm up matches) 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. Applicants should identify roles which can be fulfilled through the event volunteer programme (if any) 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 ICC Events;
25. Engage a dedicated media accreditation manager to manage the media accreditation process and deal with media queries on matters relating to the relevant ICC Event 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 as required to provide an overview of the Services in accordance with business plans approved by IBC;
29. Provide a detailed report following each ICC Event including without limitation expense statements and analysis of operations and performance for discussion with IBC as a part of the post-event review;
30. Demonstrate identified opportunities for operational efficiency and economies of scale which will benefit IBC due to the appointment of one service provider to each ICC Event or across a number or all ICC Events;
31. Ensure that each accreditation record is assigned a unique ID. At the conclusion of the Services and at the request of IBC, the Successful Applicant must transition the accreditation data to IBC and/or the next vendor. If there is a gap between the conclusion of the Services and the appointment of a new vendor, then the Successful Applicant, as permitted in accordance with applicable laws; will hold the data until such time as a new vendor is appointed;
32. Demonstrate the ability to provide all hardware required for the Services. Venue scanners may be needed and should be included in the scope and cost sheet. Requirements for hardware will differ for each ICC Event and each Venue. Details will be confirmed once Venue inspections have been completed for each ICC Event.

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 Tender 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. Tenders 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 Tenders 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 sport market? Please highlight any specific cricket experience that the Applicant has, especially in the Host countries indicated.
2. How will your experience and expertise in providing services of a similar nature to the Services in relation to previous global sporting events enable the Applicant to deliver the scope of the Services required?
3. 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?
4. What other events would your organisation be charged with delivering up to the end of the delivery of the Event(s) proposed?

Organisational Criteria

5. Please include a detailed staffing plan of how the Applicant intends to deliver of the Services in line with the required timescales (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.

Within the staffing plan indicate whom the Applicant proposes to act as its Account Director/Manager for the Services and how the Applicant believes their experience makes them suitable for this or these role(s).

6. How will the structure, composition and experience of the Applicant's project team ensure delivery of the Services in line with the required timescales?
7. Will the Applicant have the capability to change staffing rapidly 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

8. Please provide an in depth "reverse brief" in which the Applicant details its understanding of the Services delivery requirements and strategies, highlighting cost effective solutions.
9. In addition to the staffing plan, please provide an overall project summary which sets out a proposed detailed project timeline, highlighting the key dates and milestones in the planning and implementation process.

10. Please provide a full list of all exclusions or dependencies expected to be provided by or on behalf of IBC for the delivery of the Services.
11. 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.
12. What are the Applicant's current levels of insurance in relation to Professional Indemnity, Public Liability and Directors' and Officers' E&O insurance? (Note to Applicants: IBC requires the Successful Applicant to take out and maintain throughout the Term appropriate insurance as set out in section 7 of the ITT).
13. 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?
14. Can the applicant confirm it will provide all software and hardware necessary for the delivery of the services?
15. How does the applicant manage compliance with particular laws and regulations including privacy laws?
16. Options for exporting, retaining and importing data event by event. ICC has a core group of people who travel to each event – e.g. staff, players, broadcast crew and match officials. What is the ability of the system to upload key details from other systems, i.e. a volunteer database or contractor database.
17. Please provide the following information:
 - a. A full overview of the solution proposed, including the software and hardware requirements
 - 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 security features of the proposed solution including whether evidence can be provided of interdependent external verification of these security features;
 - d. An overview of the solutions reporting capabilities – i.e. the types of reports and extracts available;
 - e. An overview of the data management and auditing components of the proposed solution – including import/export features and reporting capabilities;
 - f. 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
18. 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)

Sustainability and Ethical Business Practices

19. Please provide details of how the Applicant will ensure that: (i) the Services will be delivered safely and in compliance with established government and industry environmental protection policies; and (ii) that the delivery of the Services does not present unnecessary risks to the environment or public. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.

20. Please provide details of how the Applicant shall ensure that it maintains a safe, sanitary and healthy work environment for all their employees and contractors engaged in the delivery of the Services. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.
21. Please provide any information that the Applicant considers relevant in relation to the provision of the Services from a sustainability perspective, with reference where relevant to appropriate provisions in the Applicant's ESG (Environmental, Social and Governance) policies and practices.
22. Please provide details of how the Applicant ensures that it conducts its business generally and in relation to the provision of the Services in an ethical manner including without limitation in relation to the Applicant's fair trade practices and ethical sourcing. If applicable, this will include the provision of details of the systems and controls in place in order to ensure compliance with the Modern Slavery Act 2015. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.
23. If applicable, the Applicant is required to submit a copy of their B-BBEE certificate which should provide details of the rating assigned to their company/organisation.

Financial Criteria

24. Please detail the total cost of the Tender as detailed in the Price Quotation Template which must take into consideration the requirements set out in Appendix F. The budget shall be provided in United States dollars (inclusive of all applicable taxes (e.g. service tax or VAT), clearly identifying inclusions and exclusions and pricing separately each part of the scope of Services set out in Appendix B. The Applicant's detailed budget should include a line-by-line breakdown of expenses. Full assumptions and specific costs (should include details of all costs budgeted in local currency (if applicable) and translated to United States Dollars) and provided to support how the pricing has been structured and expressing the validity of the pricing structure.

APPENDIX D

TIMETABLE

The current timetable for the Selection Procedure is as follows:

	Date *
ITT published on ICC website	Friday 7 August 2026
Deadline for receipt of enquiries, requests for information or clarification from Applicants	Friday 2 October 2026
Deadline for receipt by IBC of Tenders from Applicants	Wednesday 7 October 2026

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

APPENDIX E

DETAILS OF APPLICANT

IBC shall treat the following information as confidential:

1	Full name of Applicant:	
2	Type of business activity:	
3	Address and headquarters:	
4	Phone number:	
5	Fax number:	
6	Email address:	
7	Website:	
8	Contact person, position in company and contact details:	
9	Trade register entry and legal status	
10	Composition of board of directors and management, including total number employees:	
11	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:	
12	Parent company and/or holding structure and substantial shareholdings in other companies (> 25%):	
13	Details (including supporting documents) of the Applicant's financial status including, but not limited to, details of the most recent audited reports and accounts (last	

	3 years), Copy of the trade licence, general financial performance and any applicable credit ratings.):	
14	References (previous business involvement in sports events and other major events); please indicate name, title/function, phone, email:	
15	Years of experience in the current business:	

By submitting a Tender, I confirm for and on behalf of my organisation that I have read and understood the terms and conditions of the ITT issued by IBC for the appointment of an organisation to provide the Services, 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 INFORMATION

Applicants should provide as part of the Tender a fully itemised unit breakdown of costs for the Services, which should be inclusive of any and all taxes that may be chargeable thereon.

Applicants are requested to note the following:

- (a) IBC's preferred payment schedule shall be determined following a review of the information provided in Tender response by the Successful Applicant/s
- (b) All costs detailed in the price quotation must be in United States dollars and all invoices shall be issued and paid in United States dollars. For the sake of clarity breakdown of costs should include details of all costs budgeted in local currency (if applicable) and translated to United States Dollars); and
- (c) The cost budget and any management fees (only if applicable) 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.
- (d) Ensure all essential deliverables of the scope (Appendix B) are included in the price quotation.
- (e) There is a possibility of being successful for part of the Tender. Please list pricing to cover off both scenarios of being awarded for all events including any relevant discount and an event in isolation.

Applicants are expected to provide detailed cost breakdowns of their fixed, variable and optional costs in the Price Quotation Template provided to the Applicants.

APPENDIX G

NON-DISCLOSURE AGREEMENT

Date: _____

Dear Sir/Madam

Non-Disclosure Agreement

The purpose of this agreement ("**Agreement**") is to set out the arrangements between ourselves, ICC Business Corporation FZ LLC ("**IBC**"), being the Dubai-based operating subsidiary of the International Cricket Council Limited, a company incorporated under the laws of the territory of the British Virgin Islands and having its administrative office at Street 69, Dubai Sports City, Sheikh Mohammed Bin Zayed Road, PO Box 500070, Dubai, United Arab Emirates (the "**ICC**"), and the company indicated below, (the "**Company**"/ "**you**") regarding the disclosure by IBC to you of confidential information in connection with an Invitation to Tender ("**ITT**") to provide Accreditation Management Services to be issued by IBC to you, for the purpose of your submission of a response to the same (the "**Purpose**").

The terms of this Agreement are as follows:

1. For the purposes of this Agreement, "**Information**" means the existence and contents of this Agreement and any and all non-public, confidential or proprietary information, in whatever form, whether written or oral, including the terms of the ITT and all information disclosed to you in connection with such ITT, whether tangible or intangible, and which is now, or at any time on or after the date of this Agreement, disclosed to you by or on behalf of IBC or which relates to IBC's business in any way.
2. Certain Information in relation to the ITT will only be issued to you upon your acceptance of the terms of this Agreement, and such disclosure by IBC imposes no obligation on IBC to proceed with any business transaction with the Company or any third party.
3. In consideration for IBC agreeing to disclose Information to you, you shall keep all Information strictly confidential and you shall not disclose it to any third party without the prior written permission of IBC. The Information received hereunder shall not be used for any purpose other than the Purpose without the prior written permission of IBC.
4. Subject to the foregoing, the Company shall restrict access to Information received from IBC to only those of its personnel to whom such access is necessary for carrying out the Purpose and such personnel shall agree to abide by the obligations assumed herein. The Company shall be liable to IBC for any breach by its employees of such obligations.
5. The foregoing obligations shall not apply, or shall cease to apply, to any Information which:
 - a) is in the public domain at the time of disclosure or later becomes part of the public domain through no fault of the Company; or
 - b) was known to you and obtained lawfully by you, prior to disclosure by IBC as proved by your written records; or
 - c) is disclosed to you by a third party without a duty of confidentiality to such party, the ICC and/or its group companies; or
 - d) is required to be disclosed by the rules of any competent listing authority or stock exchange or regulatory authority or by court order or operation of law.Unless you are prohibited from doing so, you will give IBC reasonable prior written notice if you are required to disclose Information and, where reasonably practicable, you will give IBC the opportunity to object to or to limit such disclosure.
6. The Company shall take all reasonable precautions to protect Information from being disclosed to any third party. The Company shall not use a lower degree of care in safeguarding the Information than it uses for its own information of like sensitivity and importance and shall in no event use less than a reasonable degree of care and upon discovery of any unauthorised disclosure of Information in its possession the Company shall use its best endeavours to prevent any further disclosure or unauthorised use thereof.

7. IBC makes no representation or warranty with respect to any Information disclosed by it, and neither IBC nor any of its representatives shall have any liability hereunder with respect to the accuracy or completeness of any Information disclosed.
8. No licence under any trade mark, patent, copyright or any other intellectual property right is either granted or implied by the conveying of Information to you. None of the Information which may be disclosed or exchanged by IBC shall constitute any representation, warranty, assurance, guarantee or other inducement by IBC to the Company of any kind, and, in particular, with respect to the non-infringement of trade marks, patents, copyrights or any other intellectual property rights, or other rights of third parties.
9. The Company agrees to protect, indemnify and save IBC harmless from and against any and all damage, claims, suits, actions, judgments and costs and expenses whatsoever (including reasonable legal fees) arising out of, or in any way connected with, a breach of this Agreement by the Company.
10. The Company acknowledges that damages alone may not be an adequate remedy for a breach of this Agreement and that IBC may be entitled to specific performance and/or injunctive relief and to any other remedy to which a party may be entitled to in law or in equity.
11. The failure of IBC to enforce its rights under this Agreement at any time for any period shall not be construed as a waiver of any such rights. If any provision of this Agreement is held to be illegal or unenforceable neither the validity, nor enforceability of the remainder of this Agreement shall be affected.
12. All material embodying Information or relevant or related thereto, whether or not supplied by IBC, shall be returned or destroyed promptly upon the written request of IBC and you shall notify IBC as soon as reasonably practicable when this request has been complied with.
13. This Agreement does not create any agency or partnership relationship. This Agreement is not assignable or transferable by either party without the prior written consent of the other party.
14. This Agreement is the parties' entire agreement on this topic, superseding any prior or contemporaneous agreements between them. Amendments to this Agreement may only be made in writing and signed by you or another duly authorised signatory on behalf of the Company and by a duly authorised signatory of IBC.
15. This Agreement and any dispute or claim arising out of or in connection with this Agreement (including, without limitation, any dispute or claim relating to non-contractual obligations) will be governed by and interpreted in accordance with English law. Any dispute (including, without limitation, any non-contractual dispute or claim) arising from or in connection with this Agreement will be submitted to the non-exclusive jurisdiction of the English courts.

Please countersign and date below by way of acceptance of the terms and conditions set out above which you confirm constitute a legally binding agreement between the Company and IBC and return the duplicate copy of this letter to me.

Yours sincerely,

[not signed as sent electronically]

Anurag Dahiya
Chief Commercial Officer
ICC Business Corporation FZ LLC

Accepted as an authorised signatory for and on behalf of:

Company Name: _____

Registered Address: _____

Signed: _____

Name: _____

Date: _____