****

**COMMONWEALTH SECRETARIAT**

**MARLBOROUGH HOUSE, PALL MALL, LONDON SW1Y 5HX**

***IN STRICT COMMERCIAL CONFIDENCE***

**Invitation to Tender**

**For the provision of Consultancy Services for Secretary-General’s Biennial Report**

**November 2019**

|  |  |
| --- | --- |
| **Reference Number:** | **496-2019** |
|  |  |
| **Return Date:** | **Noon on 18th November 2019** |
|  |  |
| **Contract Award:**  | **December 2019** |
|  |  |
| **Contact Email:** | **Procurement@commonwealth.int** |

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# Introduction

The Commonwealth Secretariat (The Secretariat) is an international organisation established by Agreed Memorandum, which is given privileges and immunities under the domestic law of the United Kingdom by the Commonwealth Secretariat Act 1966 (as amended by the International Organisations Act 2005). Under this legislation, the Secretariat is not subject to UK jurisdiction and enforcement.

This status has an impact on some of our standard terms and conditions. In particular, we draw your attention to our dispute resolution clause, which refers disputes to the exclusive jurisdiction of the Commonwealth Secretariat Arbitration Tribunal (CSAT). The 8 members of the Tribunal are selected by the Board of Governors and come from Commonwealth member countries. Information about CSAT, including its governing statute and procedure are available on its website at <http://thecommonwealth.org/tribunal>.

The Secretariat implements decisions agreed by Heads of Government and Ministers through advocacy, consensus–building, information sharing, analysis, technical assistance, capacity-building, and advice on policy development.

# Purpose

The purpose of this tender is to find and appoint a suitable consultant for the provision of consultancy services to the Commonwealth Secretariat. The appointed consultant shall be awarded a contract that will be effective for up to three months.

See Specification in Section 7 for details on the services required.

# Instructions to Bidders

This is a one stage tender process with a written submission to this Invitation to Tender (ITT) followed by bidder clarifications, if required. Bidders will be scored following the first stage and if required bidders may be asked to attend a clarification of their tender meeting.

Bidders must submit all documents as set out in Part1 – Part 5 no later than the return date.

The tender documents are to be returned by email (NOTE files attached must not be more than 10MB per email) to the Commonwealth Secretariat.

Email: Procurement@commonwealth.int

All queries must be in writing via the email address above.

Following all stages of the tender process, the bid received that is deemed the most economically advantageous tender (MEAT) shall be awarded the contract based on the evaluation weightings below.

# Evaluation Weightings

**Quality 70%**

**Price 30%**

The lowest price bid shall be awarded the full points, all other bids shall be awarded a percentage from the benchmark. E.g. (lowest price/other bid)\*weighting = Score.

# Tender Timeline

Please note, that the following timeline is an estimate and may change at short notice.

|  |  |
| --- | --- |
| **Activity**  | **Date** |
| Invitation to tender (ITT) published | 4 November 2019 |
| Clarification questions submitted by bidders by  | Noon on 11 November 2019 |
| Secretariat response to clarification questions published by | Noon on 13 November 2019 |
| Quotes submission closing date | Noon on 18 November 2019 |
| Evaluation process duration (including any clarification meetings with bidders) | 21 November – 25 November 2019 |
| Notification of intention to Award  | 2 December 2019 |
| Contract Start Date  | 9 December 2019 |

# Information for Bidders

* Unless indicated otherwise, all prices should be quoted in Pounds Sterling. Prices quoted should exclude VAT but must indicate clearly where VAT is applicable and where items might be zero-rated.
* The bidder must ensure that they have all the information required for the preparation of the tender submission and that they are satisfied about the correct interpretation of terminology used in this documentation. The bidder must also ensure that they are fully conversant with the nature and extent of the obligations should the tender be accepted.
* Tenders are to be valid for a minimum of **60 days** from the closing date for the submission of the tenders.
* The Commonwealth Secretariat reserves the right to cancel the tender at any time during the process and not to award a contract as a result of this procurement.
* Bidders shall bear all costs in completing a tender submission.
* Bidders shall not disclose details of the ITT to third parties without prior agreement from an authorised officer of the Commonwealth Scretariat.
* Bidders are required to submit transparent pricing with no hidden costs or charges.
* The Secretariat will carry out an evaluation of the tender bids using the weighted criteria method as described. Following both stages the Secretariat will select a preferred bidder which will be taken forward to contract award. The Secretariat reserves the right to appoint a reserve preferred bidder which the Secretariat would take forward to contract award if any contract negotiations with the preferred bidder are unsuccessful.

By taking part in this tender all bidders commit to the following:

* Bidders certify that they have not canvassed or solicited any officer or employee of the Secretariat in connection with this tender submission and that no person employed or acting on behalf of the bidder has done any such act.
* Bidders will not canvas or solicit any officer or employee of the Secretariat in connection with this tender submission.
* Bidders confirm that they shall automatically be subject to termination on grounds of misrepresentation and failure of duty to disclose.

# Specification of requirements

**Consultancy Services the provision of Services for Secretary-General’s Biennial Report**

1. **Background**:

In implementing this assignment, it is crucial to convey a thorough understanding of the Commonwealth Secretariat, its programmes, funding and mandates. The report should equally reflect the organisation’s political and development work and include both advocacy and technical outputs in the context of the Commonwealth Secretariat’s Strategic Plan 2018-2021.

The main focus of the report is to provide an account of the Secretariat’s outputs from the start of the budget year in July 2018 until the end of the budget year June 2020. It should also reflect organisational reform and may look forward to upcoming projects and initiatives.

The report’s principal audiences are the Commonwealth’s 53 Heads of Government, the Board of Governors, funding organisations, strategic partners, and the general public. The report should positively reflect the organisation’s work and demonstrate impact. It will be distributed ahead of the Commonwealth Heads of Government Meeting 2020.

1. **Scope of Work**

Under the overall guidance of the Director of Communications, and supervision of the Publications Manager, the consultant is responsible for researching and creating content for the printed report. Results and data will be drawn from the Secretariat’s 2018/19 and 2019/20 Annual Results Reports (ARRs), which will be expanded by the consultant to create impact stories and case studies that contain examples reflecting all five regions of the Commonwealth: Africa, the Americas, Europe, Asia and the Pacific.

**The consultant will perform the following activities:**

* Meet with the Secretariat’s Strategic Planning and Partnerships Division (SPPD) for an overarching review of achievements during the two-year period.
* Meet with Directors/lead persons in all Divisions and Units of the Secretariat to obtain an overview of their work.
* Review the Annual Results Reports (ARRs).
* Identify success stories and obtain relevant data from the ARRs.
* Produce the draft final structure of the publication with suggested tentative number of text-only pages per chapter, with the total size of text-only pages to be around 45 pages.
* Once the structure is approved, produce the draft publication that will be around 45 pages of uniquely written/edited text, using Trebuchet, 10pt.
* Source at least 25 relevant photographs, and identify at least five areas of the text where infographics can be used to illustrate technical data.
* Write three suggested versions of the forewords from the Secretary-General to highlight the outcomes detailed in the report.
* Compile a table of contents, appendices (where applicable) a list of acronyms and financial data, as required.
* Ensure at least two rounds of review/consultations with lead staff in Divisions or persons identified by the Director of Communications.
* Finalise the text of the publication by following up on the comments/questions provided in the process of review/consultations with stakeholders; provide follow up adjustment logs on each comment/question (indicating where exactly in the text the adjustment is made in response to each stakeholder’s comment/question).
* Ensure stylistic editing of the entire text to clarify meaning and ensure coherence and flow.
* Work with the Publication’s Manager and Design Unit of the Secretariat to ensure the best final look of the publication.

**Minimum required structure for the printed edition:**

* Table of Contents
* Foreword
* Executive summary
* List of acronyms
* Introductory part – providing context and background (2 pages);
* Part 1:
* Part 2:
* Part 3: etc…
* Appendices as agreed by the Director of Communications.
1. **List for Deliverables/Payment schedule:**

Payment 1 – 35%

* Draft structure of the report with the suggested number of text pages
* Draft content for the report
* Source 25 relevant photographs, suggest at least 5 concepts for informative infographics for the report
* Draft suggested versions of forewords to highlight the key findings and recommendations of the report

(submission deadline: by end of 6th week)

Payment 2 – 65%

* Adjustments log following up on at least two rounds of review/consultations with stakeholders
* Final text with stylistic editing of the entire text to clarify meaning, ensure coherence and flow, and refine the language of the report
* Advisory contribution made to the final design/layout of the publication

(submission deadline: by end of 12th week)

1. **Contract Management**

The successful consultant will report to the Secretariat’s Contract Manager. Specific arrangements for contract management will be discussed and agreed with the successful Consultant at the kick off meeting. Bidders are invited to submit their proposals for contract management for the Secretariat’s consideration.

1. **Monitoring/ Reporting requirements**

Work-progress reporting/monitoring meetings will be held with the Consultant on regular basis the frequency of which will be agreed at kick off meeting. All activities of Consultant shall be discussed and agreed upon with the supervisor and the stakeholders. The Director of Communications will be the final authority to control the quality and evaluate the work.

**Methodology**

* Desk review of relevant materials available online, including publications and materials by the relevant staff, international stakeholders and partners;
* Where relevant and realistic, interviews with relevant actors; Comments from stakeholders.
1. **Skills and experience required from the Consultancy**

**Education:**

University degree (bachelor or above) in development, international relations or journalism.

**Experience:**

* Minimum of eight years’ relevant experience in journalism/communications or in a similar role;
* Proven experience (based on the best example provided) in producing deliverables similar to the assignment.
* Knowledge and experience in the use of standard office software (e.g. word processing, spreadsheets).

**Language skills:**

* Excellent fluency in spoken and written English is required.
1. **Evaluation criteria**

Tenders will be assessed based on the evaluation criteria set forth in this document.

1. **Payments**

Payments will be made in line with the schedule of deliverables outlined above and upon successful completion of the milestones, upon receipt of the Secretariat’s written approval of all agreed deliverables and upon submission of a compliant invoice.

**Tender Submission Documents (ref 496-2019)**

*Note - Bidders must complete and return all tender submission documents below:*

**Part 1 – Bidder Details**

**Part 2 – Suitability Assessment Questions (with ethics form attached)**

**Part 3 – Technical Questionnaire**

**Part 4 – Pricing**

Part 1 – Bidder Details

Please provide details relating to your registered offices, legal status and date of incorporation.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *Individual/ Company Name/Trading Name* |  |  | *Company/Sole Trader Registration Number* |   |
| *Company Address* |  |  | *Date of incorporation* |  |
| *Post Code* |  |  |  |  |
|  |  |  |  |  |
| *Contact Name* |  |  | *Job* *Title* |  |
| *Telephone* |  |  | *Email* |  |
|  |
| In the event of utilising a third party, on your behalf for any part of the services, please provide the full details of the secondary consultant: |
|
| *Company Name* |  |  | *Duration of working relationship,* |  |
| *Company Address*  |  |  | *Reason for use* |  |
| *Post Code* |  |  |  |
|  |
| Please provide audited annual turnover for the past three years: |
|
|  | Previous year | Year 2 | Year 3 |
| Annual Turnover | £ | £ | £ |
|  |  |  |  |
| Please note, the successful bidder will also be checked for their Equifax Credit Score. Should the bidder fail the credit score, the Secretariat will be entitled to commence negotiations with the second preferred bidder subject to that bidder having passed the Equifax Credit Score and so forth. Please provide the contact details of two reference clients. The referees will not be contacted until the final stage of the tender process. Please provide references from similar international organisations or public sector bodies if possible. |
|  |
|  | *Reference 1* | *Reference 2* |
| *Company Name*  |  |  |
| *Company Address*  |  |  |
| *Post Code* |  |  |
| *Telephone* |  |  |
| *Email* |  |  |

Part 2 - Suitability Assessment Questions

**Grounds for Exclusion**

You will be excluded from the tender process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if you have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations.

1. Within the past five years, has your organisation (or any member of your proposed consortium, if applicable), Directors or Partner or any other person who has powers of representation, decision or control been convicted of any of the following offences?

|  |  |  |
| --- | --- | --- |
| **Please Mark ‘X’ In the Relevant Box** | **Yes** | **No** |
| 1. Conspiracy as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Corruption as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Bribery as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. The offence of cheating the Revenue as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. The offence of conspiracy to defraud as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Fraud as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Theft as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Fraudulent trading as defined by the legislative or judicial bodies in your jurisdiction.
 |   |  |
| 1. Fraudulent evasion as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Destroying, defacing or concealing of documents or procuring the execution of a valuable security as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. The possession of articles for use in frauds as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Any offence considered to be Counter Terrorism as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Money laundering as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Any Sexual Offences as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |
| 1. Drug trafficking as defined by the legislative or judicial bodies in your jurisdiction.
 |  |  |

1. Within the past three years, please indicate if any of the following situations have applied, or currently apply, to your organisation.

|  |  |  |
| --- | --- | --- |
| **Please Mark ‘X’ In the Relevant Box** | **Yes** | **No** |
| 1. your organisation is bankrupt or is the subject of insolvency or winding-up proceedings, where your assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State;
 |  |  |
| 1. your organisation is guilty of grave professional misconduct, which renders its integrity questionable;
 |  |  |
| 1. your organisation has entered into agreements with other economic operators aimed at distorting competition;
 |  |  |
| 1. the prior involvement of your organisation in the preparation of the procurement procedure has resulted in a distortion of competition;
 |  |  |
| 1. your organisation has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions.
 |  |  |

1. Employment and Human Rights

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located. Please delete ‘Yes’ / ‘No’ as applicable.

|  |  |  |
| --- | --- | --- |
| (a) | In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)? | Yes/No |
| (b) | In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds or alleged unlawful discrimination? *If you have answered “yes” to one or both of the questions, please provide, as a separate Appendix, a summary of the nature of the investigation and an explanation of the outcome of the investigation to date.**If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring. You may be excluded if you are unable to demonstrate to The Commonwealth’s satisfaction that appropriate remedial action has been taken to prevent similar unlawful discrimination reoccurring.* | Yes/No |
| (c) | If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations? | Yes/No/NA |

1. Environmental Legislation

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located. Please delete ‘Yes’ / ‘No’ as applicable.

|  |  |  |
| --- | --- | --- |
| (a) | Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)? *If your answer to this question is “Yes”, please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served. The Secretariat will not select bidders that have been prosecuted or served notice under environmental legislation in the last 3 years, unless The Commonwealth is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches.* | Yes/No  |
| (b) | If you use sub-contractors, do you have processes in place to check whether any of these organisations have been convicted or had a notice served upon them for infringement of environmental legislation? | Yes/No/NA  |

1. Health and Safety legislation

For organisations working outside of the UK please refer to equivalent legislation in the country that you are located. Please delete ‘Yes’ / ‘No’ as applicable.

|  |  |  |
| --- | --- | --- |
| (a) | Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements. | Yes/No |
| (b) | Has your organisation or any of its Directors or Executive Officers been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years? *If your answer to this question was “Yes”, please provide details in a separate Appendix of any enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result. The Secretariat will exclude bidder(s) that have been in receipt of enforcement/remedial action orders unless the bidder(s) can demonstrate to The Commonwealth’s satisfaction that appropriate remedial action has been taken to prevent future occurrences or breaches.*  | Yes/No  |
| (c) | If you use sub-contractors, do you have processes in place to check whether any of the above circumstances apply to these other organisations? | Yes/No/NA |

1. Insurance requirements [pass/fail]

The appointed consultant will be required to maintain appropriate levels of insurance in a number of areas and supply copies of relevant policies as appropriate. Please complete the enclosed table.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Area | Level of cover expected | Level of cover currently held | Level of cover to be provided  | Further details/limitations in liability cap incl. amounts |
| Public liability | £10m |  |  |  |
| Employer’s liability | £5m |  |  |  |
| Professional Indemnity | £1m |  |  |  |

Please **note** that the insurance cover detailed above needs to be in place before activities commence in pursuance of the services required and will not be considered as part of the costs under the contract between the Secretariat and the selected consultant.

1. Terms and Conditions

Please delete ‘Yes’ / ‘No’ as applicable.

|  |  |  |
| --- | --- | --- |
| (a) | Please confirm that you (if a Sole Trader)/your organisation agrees to the Commonwealth Secretariat’s standard terms and conditions (Appendix 1). If not, please state reasons: | Yes/No  |

1. Legal comments table

By submitting a response, the bidder is agreeing to be bound by the terms of this ITT and the Contract save as in relation to those areas of the Contract specifically highlighted below. As such, if the terms of the Commonwealth Secretariat Standard Terms and Conditions renders proposals in the bidder’s response unworkable, the bidder must submit full details of the unworkable/unacceptable provisions within the Standard Terms and Conditions by completing the Legal Comments Table below.

|  |  |  |
| --- | --- | --- |
| **Clause/Paragraph /Schedule** | **Summary of Issue** | **Suggested Revisions** |
|  |  |  |
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1. Code of Ethics [pass/fail]

Please delete ‘Yes’ / ‘No’ as applicable.

|  |  |  |
| --- | --- | --- |
| (a) | Please confirm that you/your organisation agrees to and has signed, dated and attached the Code of Ethics (Appendix 2)  | Yes/No  |

Part 3 – Technical Questionnaire

The following scoring mechanism will be used to score each question in this section:

|  |
| --- |
| **Using a 0 – 5 scoring system:** |
| **0** | **Unacceptable Response** – No information provided or response does not address the requirement. |
| **1** | **Poor response** – The response contains material omissions and / or is supported by limited evidence / examples. Concerns that the organisation does not have the potential to deliver / that they have failed to meet a reasonable standard. |
| **2** | **Fair response** – There is adequate detail / supporting examples giving a reasonable level of confidence in the Tenderer’s experience and ability. The Tenderer appears to have the potential to deliver as required / has met a reasonable standard and there are only minor concerns about the Tenderer’s experience |
| **3** | **Good Response** – The level of detail / supporting examples gives a high level of confidence in the Tenderer’s experience and ability. The Tenderer clearly has the potential to deliver and / or has clearly met an acceptable standard. |
| **4** | **Excellent Response** – A comprehensive well evidenced submission, clearly demonstrating expertise and knowledge incorporating some value-added benefits attributes & other points of innovation. The bid is deemed to offer little risk and fully captures the understanding of the steps involved to deliver aspects of the service which can be related to the question posed, giving a high level of confidence in the Tenderer’s experience and ability. |
| **5** | **Exceptional Response** – A comprehensive and exceptionally evidenced submission that substantially exceeds the expectations of the requirement and offers significant additional benefits. Submission clearly demonstrates exceptional expertise and knowledge incorporating value added benefits/ & other points of innovation. The bid is deemed to offer well identified risks and a mitigation of these put forward and fully captures the understanding of the steps involved to deliver all the aspects of the service and is directly relatable to the question posed, giving an exceptionally high level of confidence in the Tenderer’s experience and ability. |

* The questions below are worth **70%** of the total score. The individual question weightings are set out in the weighting column.
* The following formula will be applied for each question:
	+ Points Scored ÷ Points Available × % weighting
	+ The scores for each of the questions will be added to give a total Technical/Quality Score
* Unanswered questions or sections that are left blank shall be awarded a 0.

Please answer all questions in the spaces provided. Please do not attach documents or appendices.

|  |  |  |
| --- | --- | --- |
| **Question No.**  | **Question** | **Weighting** |
| 1 | University degree (bachelor or above) and number of years working experience in a relevant field of the lead writer as indicated in the Secretariat’s Specification of requirements  | 5% |
| Insert your answer here |
| 2 | Specialist expertiseTechnical proposal on performing the offered assignment, consisting of a 500-word description of your vision on the process of implementation and structure of final deliverable.   | 20% |
| Insert your answer here |
| 3 | Experience:Proven experience (based on the best example provided) in producing deliverables similar to the one described in the Secretariat’s specification of requirements  | 20% |
| Insert your answer here |
| 4 | Practical skillsInclude an extract from a similar product you/your organisation produced (up to three pages of extract from a similar type of report). | 25% |
| Insert your answer here |

Part 4 – Pricing

Transparent pricing must be submitted with no hidden costs. Pricing and cost must be broken down to the different elements of the service and must include all expenses. Please provide pricing exactly as set out below:

Bidders are expected (within their financial proposal) to provide a full breakdown of the number of experts/number of days (total and per expert) needed to complete the assignment. Include CVs of all staff proposed.

|  |  |  |  |
| --- | --- | --- | --- |
| Name/Level (Junior, Senior etc.)  | Day Rate (ex VAT) | No of Days | Total (ex VAT)GBP |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Total Net (ex VAT) Cost Of Quotation (A) |  |  |  |  |

|  |  |  |
| --- | --- | --- |
| Total Cost Of VAT (if Applicable) (B) |  |  |
| **Total Cost Of Quotation** incl VAT (A+B=C) |  |  |

Payments will be made upon successful completion of the milestones described in the specification of requirements, upon receipt of the Secretariat’s written approval of all agreed deliverables and upon submission of a compliant invoice.

Part 5 – Clarifications of tenders

Following the evaluation of the Suitability Questionnaire, Technical Questionnaire and Pricing, the bidders may be invited to take part in a clarification session with the evaluation panel. This session, if required, will be used to clarify the bid received and will not be scored separately. The clarifications received will then be used to finalise the overall scoring of the bid.

|  |  |
| --- | --- |
| Please confirm your availability/willingness to take part in a clarification session of your bid at your own expense on the estimated dates specified in the Tender Timeline (Section 5, page 4). A meeting, if required, would be conducted remotely or at the Secretariat’s offices at Marlborough House, Pall Mall, London and should take no longer than a maximum of two hours. | Yes/No  |

Appendices

**Appendix 1 - General Terms and Conditions**



[Download](http://thecommonwealth.org/sites/default/files/inline/CommonwealthSecretariatTermsandConditionsContract.pdf%22%20%5Ct%20%22_blank)

**Appendix 2 - Code of Ethics**

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[Download](http://www.thecommonwealth.org/sites/default/files/inline/CodeEthicsApril2016.pdf)