

Invitation to Tender (ITT)

For: ITT for National Vehicle Rental Services Pakistan LF66BSS102025

Date: 7 July 2026

1. Overview of the British Council

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

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

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

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

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

2. Introduction and Background to the Project / Programme

- 2.1 The aim of this requirement is to ensure the provision of reliable, efficient and cost-effective transportation solutions that support British Council operational and administrative needs across Pakistan. The selected service provider would be responsible for supplying new or well-maintained vehicles alongside professional, educated, trained drivers ensuring timely service that aligns with British Councils strict safety, quality, and performance standards.. Ultimately, this tender seeks to establish a transparent, competitive, and long-term partnership that guarantees seamless mobility for British Council projects and personnel nationwide.

- 2.2 On 7 July 2026 a tender notice was published by British Council (“the Authority”) on the Central Digital Platform inviting expressions of interest from organisations wishing to be selected to tender for the above opportunity (the “Participants”).
- 2.3 This invitation has been issued alongside that tender notice.
- 2.4 This is an invitation to tender conducted using the competitive flexible procedure (under section 20(2) of the Procurement Act 2023).
- 2.5 The purpose and scope of this ITT and supporting documents is to explain in further detail the requirements of the British Council, the procurement procedures, and the process for submitting a tender proposal.

3. Tender Terms & Conditions and Contractual Requirements

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

3.1 Contracting requirements

- 3.1.1 The contracting authority is the British Council which includes any subsidiary companies and other organisations that control or are controlled by the British Council from time to time (see: <http://www.britishcouncil.org/organisation/structure/status>).
- 3.1.2 The appointed supplier will be expected to deliver the goods and/or provide services at the locations specified in British Council offices in SCHEDULE 1 (Locations – more locations can be added on an ongoing basis as and when required).
- 3.1.3 The British Council’s contracting and commercial approach in respect of the required goods and/or services is set out at Annex 1 (“**Contract**”). By submitting a tender response, you are agreeing to be bound by the terms of this ITT and the Contract without further negotiation or amendment. In the event that the chosen service provider is operating as a Sole Trader or through a Personal Service Company, the British Council retain the right to issue specific contractual terms and conditions, in order to take account of this status. If you plan to submit a bid as a Sole Trader or Personal Service Company please contact mohammad.gasim@britishcouncil.org.pk for a copy of the specific terms. Once the Contract is awarded, there will be no changes allowed to the Contract (except in accordance with the provisions of the Contract). Any clarification questions in relation to any aspect of this Procurement Process, the terms of the Contract or the payment schedule should be submitted in accordance with the process set out in paragraph 18 Clarification Requests). Only changes which relate to the correction of ambiguity or manifest error in relation to the terms of the

Contract will be considered and, if necessary, the British Council may, when issuing its response to clarification questions that it has received, reissue Annex 1 to reflect such changes.

- 3.1.4 The Initial Framework in the Open Framework agreement will be awarded will be for an initial duration of two (2) years with an option for an extension for up to an additional one (1) year. At the conclusion of the initial framework, the Open Framework agreement will be reopened to allow new applicants to apply for a place. British Council will then create the second framework in the Open Framework agreement, which will be awarded for a duration of a further two (2) years with an option for an extension for up to an additional one (1) year. At the conclusion of the second framework, British Council reserve the right to create a third framework in the Open Framework agreement, this will run for a minimum of a further two (2) years.
- 3.1.5 Following the evaluation process, highest scoring supplier from each lot will be placed on the framework.
- 3.1.6 When re-opening the framework, the British Council will publish a new tender notice and tender documents detailing the award process for the new framework in the Open Framework scheme.

3.2 General Policy Requirements

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

3.3 General tender conditions (“Tender Conditions”)

- 3.3.1 Application of these Tender Conditions – In participating in this Procurement Process and/or by submitting a tender response it will be implied that you accept and will be bound by all the provisions of this ITT and its Annexes. Accordingly, tender responses should be on the basis of and strictly in accordance with the requirements of this ITT.
- 3.3.2 Third party verifications – Your tender response is submitted on the basis that you consent to the British Council carrying out all necessary actions to verify the information that you have provided;

and the analysis of your tender response being undertaken by one or more third parties commissioned by the British Council for such purposes.

- 3.3.3 Information provided to potential suppliers – Information that is supplied to potential suppliers as part of this Procurement Process is supplied in good faith. The information contained in the ITT and the supporting documents and in any related written or oral communication is believed to be correct at the time of issue but the British Council will not accept any liability for its accuracy, adequacy or completeness and no warranty is given as such. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the British Council.
- 3.3.4 Potential suppliers to make their own enquires – You are responsible for analysing and reviewing all information provided to you as part of this Procurement Process and for forming your own opinions and seeking advice as you consider appropriate. You should notify the British Council promptly of any perceived ambiguity, inconsistency or omission in this ITT and/or in any of its associated documents and/or in any information provided to you as part of this Procurement Process.
- 3.3.5 Amendments to the ITT – At any time prior to the Response Deadline, the British Council may amend the ITT. Any such amendment shall be issued to all potential suppliers, and if appropriate to ensure potential suppliers have reasonable time in which to take such amendment into account, the Response Deadline shall, at the discretion of the British Council, be extended.
- 3.3.6 Compliance of tender response submission – Any goods and/or services offered should be on the basis of and strictly in accordance with the ITT (including, without limitation, any specification of the British Council's requirements, these Tender Conditions and the Contract) and all other documents and any clarifications or updates issued by the British Council as part of this Procurement Process.
- 3.3.7 Compliance with the terms of the Contract – The successful bidder will be expected to comply with the Contract set out in Annex [1] without any amendment (save as described in paragraph 3.1.3).
- 3.3.8 Format of tender response submission – Tender responses must comprise the relevant documents specified by the British Council completed in all areas and in the format as detailed by the British Council in Annex [3] (Supplier Response). Any documents requested by the British Council must be completed in full. It is, therefore, important that you read the ITT carefully before completing and submitting your tender response.
- 3.3.9 Modifications to tender response documents once submitted – You may modify your tender response prior to the Response Deadline by giving written notice to the British Council. Any

modification should be clear and submitted as a complete new tender response in accordance with Annex 3 (Supplier Response) and these Tender Conditions.

3.3.10 Rejection of tender responses or other documents – A tender response or any other document requested by the British Council may be rejected which:

- contains gaps, omissions, misrepresentations, errors, uncompleted sections, or changes to the format of the tender documentation provided;
- contains hand written amendments which have not been initialled by the authorised signatory;
- does not reflect and confirm full and unconditional compliance with all of the documents issued by the British Council forming part of the ITT;
- contains any caveats or any other statements or assumptions qualifying the tender response that are not capable of evaluation in accordance with the evaluation model or requiring changes to any documents issued by the British Council in any way;
- is not submitted in a manner consistent with the provisions set out in this ITT;
- is received after the Response Deadline.

3.3.11 Disqualification - If you breach these Tender Conditions, if there are any errors, omissions or material adverse changes relating to any information supplied by you at any stage in this Procurement Process, if any other circumstances set out in this ITT and/or in any supporting documents, entitling the British Council to reject a tender response apply and/or if you or your appointed advisers attempt:

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

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

3.3.12 Tender costs – You are responsible for obtaining all information necessary for preparation of your tender response and for all costs and expenses incurred in preparation of the tender response.

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

- 3.3.13 Rights to cancel or vary this Procurement Process - By issuing this ITT, entering into clarification communications with potential suppliers or by having any other form of communication with potential suppliers, the British Council is not bound in any way to enter into any contractual or other arrangement with you or any other potential supplier. It is intended that the remainder of this Procurement Process will take place in accordance with the provisions of this ITT but the British Council reserves the right to terminate, amend or vary (to include, without limitation, in relation to any timescales or deadlines) this Procurement Process by notice to all potential supplier in writing. Subject to the “Liability” Tender Condition below, the British will have no liability for any losses, costs or expenses caused to you as a result of such termination, amendment or variation.
- 3.3.14 Consortium Members, associated persons, connected persons and sub-contractors – It is your responsibility to ensure that any staff, consortium members, associated persons, connected persons, sub-contractors and advisers abide by these Tender Conditions and the requirement of this ITT.
- 3.3.15 Liability – Nothing in these Tender Conditions is intended to exclude or limit the liability of the British Council in relation to fraud or in other circumstances where the British Council’s liability may not be limited under any applicable law.

4. Confidentiality and Information Governance

- 4.1 All information supplied to you by the British Council, including this ITT and all other documents relating to this Procurement Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members, associated persons, connected persons and/or sub-contractors strictly for the purposes only of helping you to participate in this Procurement Process and/or prepare your tender response) unless the information is already in the public domain or is required to be disclosed under any applicable laws.
- 4.2 You shall not disclose, copy or reproduce any of the information supplied to you as part of this Procurement Process other than for the purposes of preparing and submitting a tender response. There

must be no publicity by you regarding the Procurement Process or the future award of any contract unless the British Council has given express written consent to the relevant communication.

- 4.3 This ITT and its accompanying documents shall remain the property of the British Council and must be returned on demand.
- 4.4 The British Council reserves the right to disclose all documents relating to this Procurement Process, including without limitation your tender response, to any employee, third party agent, adviser or other third party involved in the procurement in support of, and/or in collaboration with, the British Council. The British Council further reserves the right to publish the Contract once awarded and/or disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies (as referred to below). By participating in this Procurement Process, you agree to such disclosure and/or publication by the British Council in accordance with such rights reserved by it under this paragraph.
- 4.5 The Freedom of Information Act 2000 ("FOIA"), EU General Data Protection Regulation (GDPR) 2015, the Environmental Information Regulations 2004 ("EIR"), and public sector transparency policies apply to the British Council (together the "**Disclosure Obligations**").
- 4.6 You should be aware of the British Council's obligations and responsibilities under the Disclosure Obligations to disclose information held by the British Council. Information provided by you in connection with this Procurement Process, or with any contract that may be awarded as a result of this exercise, may therefore have to be disclosed by the British Council under the Disclosure Obligations, unless the British Council decides that one of the statutory exemptions under the FOIA or the EIR applies.
- 4.7 If you wish to designate information supplied as part of your tender response or otherwise in connection with this tender exercise as confidential, using any template and/or further guidance provided at Part 2 (Submission Checklist) of Annex 3 (Supplier Response), you must provide clear and specific detail as to:
- the precise elements which are considered confidential and/or commercially sensitive;
 - why you consider an exemption under the FOIA or EIR would apply; and
 - the estimated length of time during which the exemption will apply.
- 4.8 The use of blanket protective markings of whole documents such as "commercial in confidence" will not be sufficient. By participating in this Procurement Process you agree that the British Council should not and will not be bound by any such markings.
- 4.9 In addition, marking any material as "confidential" or "commercially sensitive" or equivalent should not be taken to mean that the British Council accepts any duty of confidentiality by virtue of such marking. You accept that the decision as to which information will be disclosed is reserved to the British Council, notwithstanding any consultation with you or any designation of information as confidential or commercially sensitive or equivalent you may have made. You agree, by participating further in this Procurement Process and/or submitting your tender response, that all information is provided to the

British Council on the basis that it may be disclosed under the Disclosure Obligations if the British Council considers that it is required to do so and/or may be used by the British Council in accordance with the provisions provision of this ITT.

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

5. Conflicts of Interest

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

6. Tender Validity

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

7. Key Performance Indicators (KPIs)

- 7.1 It is the intention that British Council will manage any contract and/or any call-off contract(s) procured through this process under the applicable procurement regulations.
- 7.2 As such, British Council intend to include a set of measurable key performance indicators (KPIs) that the supplier will be measured against.
- 7.3 A "key performance indicator" is a factor or measure against which a supplier's performance of a contract can be assessed during the life-cycle of the contract.
- 7.4 Current regulations require a minimum of three KPIs to be agreed in the management of contracts with an estimated value of over £5 million (unless where restrictions/limitations apply).
- 7.5 The KPIs that are applicable to this procurement are listed below

Category	KPI	Measurement	Target	Weight (%)	%
Service Availability	On-Time Vehicle Availability	% of bookings delivered on time	≥98 %	High	7
Service Availability	Fleet Reliability (No Breakdowns)	% of trips without breakdowns	≥99 %	High	7
Service Availability	Reservation Accuracy	% of bookings fulfilled correctly	≥98 %	High	7
Service Availability	On Time Vehicle Arrival	% of vehicles arriving on time	≥98 %	High	9
Service Availability	Driver Complaints (hygiene, attitude etc.)	% of complaints received vs bookings	≤1%	High	7

Category	KPI	Measurement	Target	Weight (%)	%
Fleet Quality & Safety	Vehicle Age & Condition	% of fleet < 4 years old	100 %	High	9
Fleet Quality & Safety	Cleanliness & Safety Compliance	Inspection / compliance score	100 %	High	9
Fleet Quality & Safety	Emergency Response Time	Avg. time for replacement vehicle (within city)	≤1 hr	High	8

Category	KPI	Measurement	Target	Weight (%)	%
Cost Efficiency	Billing Accuracy and Submission	% of error-free invoices submitted on time	≥98 %	Medium	6
Cost Efficiency	Fuel Policy Adherence	% trips billed per policy	≥95 %	Medium	6

Category	KPI	Measurement	Target	Weight (%)	%
Customer & User Experience	User Satisfaction	Avg. satisfaction score	≥95	High	8
Customer & User Experience	Complaint Resolution Time	Avg. resolution time	≤24 hrs	Medium	6
Compliance & Reporting	Contract Compliance	SLA / driver checks compliance	100 %	Medium	6
Compliance & Reporting	Monthly Performance Reporting	% reports delivered on time	≥99 %	Medium	5

After the first 60 days of the contract term, if overall performance is below 90% the following financial deductions may be applied:

Monthly Performance Score %	Month 1	Month 2	Month 3 onwards
90 and above	No deduction	No deduction	No deduction
85 – 89	No deduction	No deduction	2%
80 – 84	2%	3%	4%
75 – 79	4%	6%	8%
70 – 74	6%	9%	12%
69 and below	8%	12%	16%
Failure of the Same KPIs	Month 1	Month 2	Month 3
	No deduction	No deduction	2% per KPI

*All deductions, where necessary, would be made in the monthly service invoice of the vendor.

Process - as defined in the table above:

- in case the Service Provider fails the same KPI or KPIs for three consecutive months, a Service Credit will be applied to the failed KPI in accordance with the Service Credits Table shown above. The service credit would be applied to the invoice of the 3rd month.
- Additionally, where the Service Provider fails to achieve an overall score of 90% every third month, a Service Credit will be applied in accordance with the Service Credits Table shown above on the 3rd month's invoice.

- (c) If the Service Provider achieves a score of 90% or above but fails the same KPI or KPIs for a third month in a row, the Service Credit shown in the table above will be applied.
- (d) If the Service Provider's performance KPIs reach 90% or above in the next month after application of service credits – that month would be considered Month 1 of successful service delivery for on-going monitoring.
- (e) In the event of the Services Providers performance, failing to meet the specified criteria for three consecutive months, British Council reserves the right to terminate the Agreement in accordance with British Council Terms and Conditions.

The Service Provider shall note that the KPI regime or the individual KPIs are not negotiable and will be implemented in their fullest capacity. British Council may vary the KPIs if there are changes in circumstances. Any changes made to the KPIs will be discussed and agreed with the Service Provider in writing before implementation.

- 7.6 Performance against these KPI's will be measured and will be shared with the supplier as part of the contract management process.
- 7.7 Please note, as per paragraph 4.4 of this document, British Council reserves the right to disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies, and as required by procurement regulations. By participating in this Procurement Process, you agree to such disclosure and/or publication by the British Council in accordance with such rights reserved by it under this paragraph.

8. Payment and Invoicing

- 8.1 The British Council will pay correctly addressed and undisputed invoices within 30 days in accordance with the requirements of the Contract. Suppliers to the British Council must ensure comparable payment provisions apply to the payment of their sub-contractors and the sub-contractors of their sub-contractors. General requirements for an invoice for the British Council include:
 - A description of the good/services supplied is included.
 - The British Council Purchase Order number is included.
 - It is sent electronically via email in PDF format to muhammadahsan.pervezsiddiqui@britishcouncil.org.

9. Specification

- 9.1 Schedule 2 of this ITT described the British Council's requirements in detail.
- 9.2 Potential suppliers are strongly encouraged to read the details of Schedule 2 to ensure that they are capable of providing the British Council requirements in this event.
- 9.3 Details of how to request clarification are explained in section 18 of this ITT.
- 9.4 As required by section 18 of the Procurement Act, British Council has endeavoured to consider whether the goods/services being procured can be split into lots. Please refer to Schedule 2 for details.

10. Mandatory Requirements / Constraints

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

11. Qualification Requirements

- 11.1 As part of your tender response, you must confirm compliance with any qualification requirements as set out at Annex 2 (Procurement Specific Questionnaire). A failure to comply with one or more such qualification requirements shall entitle the British Council to reject a tender response in full.

12. Key background documents

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

13. Timescales

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

Recommendation process is as followed kindly suggest if you want to include any additional step in the process:

Activity	Date / time
Issue of Tender Notice / availability of ITT documents	7 July 2026
Deadline for receipt of Stage 1 clarification questions (Clarification Deadline)	14 July 2026
British Council to respond to Stage 1 clarification questions	17 July 2026
Deadline for Return of Submission of ITT Stage 1 Responses	03 August 2026
Invitation to next stage for Successful Participants and Notification to unsuccessful Participants (whose submissions were non-compliant and / or did not achieve minimum pass score requirements)	TBC
Supplier Interview & Presentations (each supplier will receive a unique invitation within this range)	TBC
British Council to Issue Best and Final Offer request (BAFO)	TBC
Deadline for submission of BAFO responses by potential suppliers (Best and Final Response Deadline)	TBC
British Council identification of Preferred Bidder	TBC
Notification of preferred bidder	TBC

Dispatch of assessment summaries	TBC
Intended publication of contract award notice	TBC
Expected end of mandatory standstill period	TBC
Intended publication of contract details notice	TBC
Contract Award Date	TBC
Intended commencement of contract	TBC

14. Procurement Process

- 14.1 The procurement procedure being applied to the Contract is a "competitive flexible" procedure under section 20(2) of the Act. The procedure being applied is set out in detail in Schedule 1 (Procurement Process, Evaluation and Award Methodology). Tenders will be evaluated in accordance with Schedule 1.
- 14.2 A Competitive Flexible Procedure is a multi-stage procurement event, that has been designed to best suit the requirement (goods, services or works) being procured. The procedure being applied is set out in detail in Schedule 1 (Procurement Process, Evaluation and Award Methodology). Tenders will be evaluated in accordance with Schedule 1 and as described in Section 19 below.
- 14.3 All information relevant to this opportunity can be found on the British Council official website (<https://www.britishcouncil.pk/about/jobs>) and for details, please refer to attached documents in the tender. It has all the required scope of work, specifications, timescales, instructions for responding along with standard terms & conditions.
- 14.4 British Council may make a change to this ITT or the contract documents at any time by notice to all Participants remaining in the process. British Council may also issue further information at any time by notice to all Participants remaining in the process.
- 14.5 Where the requirement has been divided into lots, British Council may limit the number of lots that may be awarded to the same Tenderer. Any such limitation will be confirmed in the Detailed Specification shown in Schedule 2.
- 14.6 British Council expressly reserves the right: (i) not to award any contract as a result of this procurement process; and (ii) to make whatever changes it may see fit to the content and structure of the tendering competition and the contracts. In no circumstances will the Authority be liable for any costs incurred by the Participants as a result of any such change or decision not to award.
- 14.7 British Council reserves the right at any time for any reason to abandon the procurement. As such, and notwithstanding any provision of this ITT, the Authority does not (by undertaking this procurement) agree to accept any tender, including the most advantageous tender. In no circumstances will the Authority be liable for any costs incurred by the Participants if the procurement is abandoned.

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

15. Excluded & Excludable Suppliers

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

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

Discretionary exclusion ground	Statutory reference	Applied to this Event
Labour market misconduct (order made in UK against Participant or connected person)	Schedule 7 paragraph 1	Y
Labour market misconduct (outside UK)	Schedule 7 paragraph 2	Y
Labour market misconduct (evidence of offence under specified legislation)	Schedule 7 paragraph 3	Y
Environmental misconduct	Schedule 7 paragraph 4	Y
Insolvency, bankruptcy, etc	Schedule 7 paragraph 5	Y
Participant or connected person has suspended or ceased carrying on all or a substantial part of its business.	Schedule 7 paragraph 6	Y
Potential competition infringements – Chapter I	Schedule 7 paragraph 7	Y
Potential competition infringements – Chapter II	Schedule 7 paragraph 8	Y
Regulator decision in respect of competition infringement – Chapter II	Schedule 7 paragraph 9	Y
Potential competition infringements – cartel offence	Schedule 7 paragraph 10	Y
Professional misconduct	Schedule 7 paragraph 11	Y
Breach of contract and poor performance	Schedule 7 paragraph 12	Y
Acting improperly in procurement	Schedule 7 paragraph 13	Y

National security	Schedule 7 paragraph 14	Y
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- 15.3 Where British Council intends to exclude a potential supplier from this event only by virtue of an associated person(s) or connected person(s), the British Council will notify the supplier of its intention and provide the supplier reasonable opportunity to replace the associated person(s) or connected person(s).
- 15.4 Where a potential supplier intends to sub-contract the performance of part or all of the contract, the sub-contractor(s) details must be completed in Annex 2 Procurement Specific Questionnaire. The sub-contractor details will be used to determine if any sub-contractor is an Excluded or Excludable supplier (with reference to paragraph 15.1 and 15.2).
- 15.5 In adherence with regulations contained within the Procurement Act, should a sub-contractor be deemed to be an Excluded or Excludable supplier, British Council must treat the Potential Supplier as an Excluded or Excludable supplier.
- 15.6 Where British Council intends to exclude a potential supplier from this event by virtue of a sub-contractor (see paragraph 15.5), the British Council will notify the supplier of its intention, and provide the supplier reasonable opportunity to replace the sub-contractor.
- 15.7 Should a potential supplier become an excluded or excludable supplier during the course of this event, or during the course of any contract(s) generated from this event, the supplier MUST immediately inform British Council of this change in status.

16. Conditions of Participation

- 16.1 Where British Council intends to use Conditions of Participation as part of this event, the conditions of participation are detailed in Annex 2 Procurement Specific Questionnaire (PSQ). The minimum standards for compliance with the Conditions of Participation are set out in the table below:

PSQ Question #	PSQ Question	Scoring Methodology	Minimum Pass/Score to Participate
1	Please confirm if you have the technical capability to provide the services required in the lots of the tender you are applying for?	Yes / No	Yes
	Please confirm your capability to meet the resource requirements for the service lot(s) you are applying for by answering the following: 1. Do you currently possess a self-owned fleet of at least thirty (30) well-maintained vehicles that are no older than four (4)	Yes / No	Yes

	years, operating within the relevant province?		
	Please confirm your capability to meet the resource requirements for the service lot(s) you are applying for by answering the following: 1. Do you have a dedicated pool of trained personnel (drivers and support staff) ready for deployment?	Yes / No	Yes
	Please confirm your capability to meet the resource requirements for the service lot(s) you are applying for by answering the following: 1. Do you have the operational capacity to scale up and seamlessly arrange additional vehicles and personnel to meet the demands of the specific cities within your bidding lot(s)?	Yes / No	Yes
2	Please confirm your capability to meet the resource requirements for the service lot(s) you are applying for by answering the following: 2. Do you have the financial capability to provide vehicles on operational lease (leased by your company)?	Yes / No	Yes
3	Can you please confirm that you and your employees have complete documentation to drive and up to date training records and / or required professional certification to deliver their assigned tasks?	Yes / No	Yes
4	Please confirm if all the drivers are security checked and verified before employment.	Yes / No	Yes
5	Please confirm if you have all the relevant tax documentations updated (motor vehicle tax) available for the provinces where you intend to provide the services.	Yes / No	Yes
6	Please confirm if you are registered with the relevant tax authorities in the province you wish to apply for.	Yes / No	Yes

7	Please confirm you are registered with		
	EOBI, SESSI and BESSI (if applying for Lot 3),	Yes / No	Yes
	EOBI, KPSSI and WWF (applying for Lot 2),	Yes / No	Yes
	EOBI, ICT, PESSI and AJK Social Protection Policy security (applying for Lot 1)	Yes / No	Yes
	If you are applying for all lots, please confirm if you are registered with all authorities.	Yes / No	Yes
		Yes / No	Yes
		Yes / No	Yes
8	Please confirm if your drivers are working on minimum wages as authorized by the Government of Pakistan	Yes / No	Yes

- 16.2 In order to facilitate British Council's assessment of a Participant's economic and financial standing, British Council will assess turnover relative to the Contract Value, solvency ratios and profitability ratios. Participants are asked to provide information on their two most recent accounts, and upon request, provide copies of the most recent audited accounts or up to date financial statements where full audited accounts cannot be provided. The minimum criteria are set out in the table above. British Council may require further information from a Participant in order to consider if the Participant presents an unacceptable level of financial risk.
- 16.3 Participants must achieve at least the minimum pass score for ALL questions. Any Participant that does not achieve the minimum pass score for any question will be excluded from the event and its submission will not be further considered for the award of the Contract (see Schedule 1 for more details).
- 16.4 Further instructions on what Participants should consider in relation to their response on financial standing is set out in the PSQ.
- 16.5 The PSQ acts as a self-declaration for Participants. The Preferred Bidder will be required to provide all requested certificates and documentation before being awarded the Contract. However, British Council can ask any Participant to submit their evidence at any point in the procurement process, if this is necessary, to ensure that the process is carried out properly and in a timeous manner to meet with the procurement's requirements.

17. Instructions for Responding

- 17.1 The documents that must be submitted to form your tender response are listed at Part 2 (Submission Checklist) of Annex 3 (Supplier Response) to this ITT. All documents required as part of your tender response should be submitted to British Council's e-Tendering portal hosted at mohammad.gasim@britishcouncil.org.pk by the Response Deadline, as set out in the Timescales section of this ITT.
- 17.2 All Participants are strongly encouraged to provide their most competitive bid in their initial tender submission, as they may not be given the opportunity later in the process to improve their bid.
- 17.3 The following requirements should be complied with when submitting your response to this ITT:
- Please ensure that you send your submission in good time to prevent issues with technology – late tender responses may be rejected by the British Council.
 - Do not submit any additional supporting documentation with your ITT response except where specifically requested to do so as part of this ITT. PDF, JPG, PPT, Word and Excel formats can be used for any additional supporting documentation (other formats should not be used without the prior written approval of the British Council).
 - All attachments/supporting documentation should be provided separately to your main tender response and clearly labelled to make it clear as to which part of your tender response it relates.
 - If you submit a generic policy / document, you must indicate the page and paragraph reference that is relevant to a particular part of your tender response.
 - Unless otherwise stated as part of this ITT or its Annexes, all tender responses should be in the format of the relevant British Council requirement with your response to that requirement inserted underneath.
 - Where supporting evidence is requested as 'or equivalent' you must demonstrate such equivalence as part of your tender response.
 - Any deliberate alteration of a British Council requirement as part of your tender response will invalidate your tender response to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
 - Responses should be concise, unambiguous, and should directly address the requirement stated.
 - Your tender responses to the tender requirements and pricing will be incorporated into the Contract, as appropriate.
- 17.4 Artificial Intelligence (AI) tools can be used to assist in your bid writing process, however they may also introduce an increased risk of incorrect or misleading statements via 'hallucination'. Your submission should clearly identify any instances where AI or machine learning tools, including large language models, have been used to generate written content or support your bid submission.

18. Clarification Requests

- 18.1 All clarification requests should be submitted through the British Council's e-Tendering portal hosted at mohammad.gasim@britishcouncil.org.pk and by the Clarification Deadline(s), as set out in the Timescales section of this ITT. The British Council is under no obligation to respond to clarification requests and will respond if it considers the question appropriate and the question is received before the Clarification Deadline.
- 18.2 Any clarification requests should clearly reference the appropriate paragraph in the ITT documentation and, to the extent possible, should be aggregated rather than sent individually.
- 18.3 The British Council reserves the right to issue any clarification request made by you, and the response, to all potential suppliers unless otherwise agreed with British Council. If the British Council considers the contents of the request to be confidential, it will inform you and you will have the opportunity to withdraw the clarification query prior to the British Council responding to all potential suppliers. If agreement cannot be reached British Council may decline to answer the question if that would be, in the British Council's opinion, inconsistent with its obligations under public procurement law.
- 18.4 The British Council may at any time request further information from potential suppliers to verify or clarify any aspects of their tender response or other information they may have provided. Should you not provide supplementary information or clarifications to the British Council by any deadline notified to you, your tender response may be rejected in full and you may be disqualified from this Procurement Process.

19. Evaluation Criteria

- 19.1 A Competitive Flexible Procedure is a multi-stage procurement event. As such, participants need to be aware that there may be more than one stage of evaluation as part of the event. Schedule 1 details the stages that will be used in this event along with any evaluation process or criteria specific to those stages.
- 19.2 Participants who respond to this ITT, may be required to pass a completeness check, a check for mandatory and/or discretionary exclusion grounds, and check against qualification criteria including conditions of participation; at one or more stages in this event. In carrying out this assessment, the British Council may disregard any tenders that does not pass such checks.
- 19.3 The British Council also reserves the right to choose to disregard any tender from a Participant that is not a United Kingdom Supplier or a treaty state Supplier or that intends to sub-contract the performance of all or part of the Contract to a Supplier that is not a United Kingdom Supplier or a treaty state Supplier.
- 19.4 All valid tender responses will be evaluated in accordance with the evaluation methodology set out below and as may be detailed in each stage as described in Schedule 1.
- 19.5 The following Award Criteria, Scoring Model, Commercial Evaluations and Moderation details are the British Council standard processes and criteria, and will be the basis for evaluating and scoring tender submissions where advised in Schedule 1.

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

Criteria	Weighting
Social Value	10%
Company Review	15%
Vehicle Portfolio	20%
Driver Portfolio	15%
Commercial	40%

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

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

- 19.8 Commercial Evaluation – Your “Overall Price” (as calculated in accordance with requirements of Annex 4 (Pricing Approach) for the goods and/or services will be evaluated by the evaluation panel for the purposes of the commercial evaluation. Prices must not be subject to any pricing assumptions, qualifications or indexation not provided for explicitly by the British Council as part of the pricing approach.
- 19.9 In the event that any prices are expressed as being subject to any pricing assumptions, qualifications or indexation not provided for by the British Council as part of the pricing approach, the British Council may reject the full tender response at this point.
- 19.10 The British Council may also reject any tender response where the Overall Price for the goods and/or services is considered by the British Council to be abnormally low following the relevant processes set out under the procurement rules.
- 19.11 A maximum offer score of 10 will be awarded to the tender response offering the lowest “Overall Price”. Other tender responses will be awarded a mark by application of the following formula: (Lowest Overall Price/Overall Price being evaluated) x 10 (rounded to two decimal places) = commercial score.
- ~~19.12~~ Where the requirement has been divided into lots, the British Council will determine the highest scoring Tenderer in respect of each lot based on the Tenderer’s technical score and the Tenderer’s commercial score (evaluated separately for each lot)
- 19.13 Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.
- 19.14 The winning tender response – The winning tender response shall be the tender response scoring the highest percentage score out of 100 when applying the above evaluation methodology, which is also supported by any required verification evidence (to include, without limitation, any updated information or references relating to any Qualification Question responses) obtained by the Authority relating to any self-certification or other requirements referred to in Annex 2 Procurement Specific Questionnaire. If any verification evidence requested from a supplier, or a relevant third party as may be referred to by the supplier in Annex 2 Procurement Specific Questionnaire as a party prepared to provide such information, is not provided in accordance with any timescales specified by the British Council and/or any evidence reviewed by the British Council (whose decision shall be final) does not demonstrate compliance with any such requirement, the British Council may reject that tender response in full and disqualify the potential winning supplier from the Procurement Process at that point.

List of Schedules forming part of this ITT (Schedules are included at the end of the ITT)

SCHEDULE 1: PROCUREMENT PROCESS, EVALUATION & AWARD METHODOLOGY

SCHEDULE 2: DETAILED SPECIFICATION

SCHEDULE 3: Locations

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

- Annex 1 – Terms and Conditions of Contract**
- Annex 2 – Procurement Specific Questionnaire**
- Annex 2a – Procurement Specific Questionnaire Ratio Analysis Spreadsheet**
- Annex 3 – Supplier Response**
- Annex 4 – Pricing Approach**

SCHEDULE 1: Locations

SCHEDULE 1: PROCUREMENT PROCESS, EVALUATION & AWARD METHODOLOGY

1.1 STAGE 1 – Completeness Check & CoP & Initial Tender Assessment

- 1.1.1 Participants must submit a completed Procurement Specific Question (PSQ) with their initial Tender submission.
- 1.1.2 Where a Participant is a consortium, all members of the consortium must complete a PSQ. The part of the PSQ concerning conditions of participation only requires to be completed by the lead member of the consortium.

1.2 Phase 1 – Completeness Check

- 1.2.1 The British Council will complete a check of all tender responses to ensure that they have been completed correctly and all necessary information has been provided.
- 1.2.2 Tender responses correctly completed with all relevant information being provided, and all mandatory requirements, as set out in this ITT and associated documents, met; will proceed to Phase 2.
- 1.2.3 Any tender responses not correctly completed in accordance with the requirements of this ITT and associated documents, and/or containing omissions may be rejected at this point. Where a tender response is rejected at this point it will be rejected in full and not evaluated further and the supplier will automatically be disqualified from this Procurement Process.

1.3 Phase 2 – Excluded and Excludable

- 1.3.1 As detailed in Section 15 of the ITT document, British Council are required to exclude any Excluded suppliers from further participation in the event. Therefore, at this phase of the procurement, British Council will assess all Potential Suppliers for Mandatory Exclusion Grounds, and exclude any affected suppliers from further participation. Where a potential supplier is excluded at this point, its tender response will be rejected in full and not evaluated further and the supplier will automatically be disqualified from this Procurement Process.
- 1.3.2 As detailed in Section 15 of the ITT document, British Council may consider to exclude any Excludable suppliers from further participation in the event. Therefore, at this phase of the procurement, British Council will assess all Potential Suppliers for Discretionary Exclusion Grounds, and consider excluding any potential affected suppliers from further participation. Where a potential supplier is excluded at this point, its tender response will be rejected in full and not evaluated further and the supplier will automatically be disqualified from this Procurement Process.

1.4 Phase 3 – Conditions of Participation

1.4.1 British Council will check each potential supplier has completed the Procurement Specific Questionnaire correctly and in full.

1.4.2 Participants must also upload core supplier information to the Central Digital Platform and confirm to the Authority that they have done so.

1.4.3 British Council may request clarification and/or further information from Participants to gain a full and complete understanding of the submission.

1.4.4 British Council will assess each submission to confirm that the potential supplier meets all of the qualification criteria set out in the questionnaire, including the conditions of participation, as detailed in Section 16 of this ITT

1.4.5 Potential suppliers that meet the qualification criteria will proceed to the next phase.

1.4.6 Potential suppliers that do not meet the qualification criteria may be excluded from the Procurement Process at this point. Where a potential supplier is excluded at this point, its tender response will be rejected in full and not evaluated further and the supplier will automatically be disqualified from this Procurement Process.

1.5 Phase 4 – Initial Assessment of Tenders

1.5.1 British Council will assess Responses from all potential suppliers who have passed Phase 1-3 of this process, to determine the most advantageous tender using the following criteria and weightings and will be assessed entirely on the response submitted:

1.5.2 Responses will be assessed using the Scoring Model outlined in paragraph 19.7 of this ITT.

Criteria	Weighting
Social Value	10%
Company Review	15%
Vehicle Portfolio	20%
Driver Portfolio	15%
Commercial	40%

1.5.3 Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

Phase 4 – Initial Assessment of Tenders (contd.)

- 1.5.4 The participants will be ranked in order the moderated scores, with the highest score being the highest rank.
- 1.5.5 The highest ranked 4 participants will be allowed to progress to the next stage in the process.
- 1.5.6 Participants that do not meet the qualification criteria stated in paragraph 1.5.5 (above) will be excluded from the Procurement Process at this point. Where a participant is excluded at this point, its tender response will be rejected in full and not evaluated further and the supplier will automatically be disqualified from this Procurement Process.
- 1.5.7 The British Council will issue communication to the Participants that have been selected to proceed to the next stage of the process, to confirm their selection.
- 1.5.8 The British Council will issue assessment summaries to the unsuccessful Participants in accordance with regulation 31 of the Regulations.

2.1 Stage 2 – Supplier Interview & Presentation (Not Scored)

- 2.1.1 All active Participants remaining in the event will be invited to a meeting to give a presentation to the British Council and its project team. The meetings may be virtual (using Teams / Zoom / GoogleMeet or similar), or in person.
- 2.1.2 Each active participant remaining in the event will be contacted to arrange the presentation meeting. British Council will endeavour to schedule the presentations at a suitable time, but all active participants remaining in the event are required to be flexible to the British Council requests.
- 2.1.3 British Council reserves the right to establish a specific agenda and/or discussion points for the presentation. If this is actioned, all active participants remaining in the process will be given the same agenda and/or set of discussion points.
- 2.1.4 To ensure fairness and equal treatment of all participants, British Council will ensure that all active Participants remaining in the event will be asked to present; all active participants remaining in the event will be given the same presentation timeframe, and all presentations will take the same form (all virtual or all in-person).
- 2.1.5 The presentations shall not be scored but will be used to clarify and confirm the tender submission.
- 2.1.6 The scores awarded to Participants for future stages within this procurement may be adjusted in consideration of the presentation and clarification questions asked by the evaluation panel.

3.1 Stage 3 – Best & Final Tenders

- 3.1.1 British Council will assess Responses from all potential suppliers who have progressed to this stage in the process, to determine the most advantageous tender using the following criteria and weightings and will be assessed on the response submitted. Any information gathered in previous stages of this procurement process (ir Supplier Presentations) may also be taken into account, and therefore should be included in Participant's final tenders.
- 3.1.2 Any supplier participating in this stage may NOT wish to submit a new offer, but continue with the offer in their previous/last submission. In such instances, British Council will allow the supplier to carry the previous submission, including previously attributed scoring, through to this stage.
- 3.1.3 Responses will be assessed using the Scoring Model outlined in paragraph 19.7 of this ITT.

Criteria	Weighting
Social Value	10%
Company Review	15%
Vehicle Portfolio	20%
Driver Portfolio	15%
Commercial	40%

- 3.1.4 Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

Best & Final Tenders (contd.)

- 3.1.5 The British Council will select the preferred bidder from among the Tenderers (the "Preferred Bidder"). It is intended that the Preferred Bidder shall be the highest scoring Tenderer.
- 3.1.6 The British Council is not bound to accept the lowest cost or any Tender.
- 3.1.7 The Preferred Bidder will be notified that it is the preferred bidder. The British Council reserves the right to enter into negotiations with the Preferred Bidder in order to finalise the terms of the contracts (e.g. clarifications, specifications, optimisation and other negotiations to confirm financial commitments or other terms contained in the Preferred Bidder's tender submission).
- 3.1.8 The British Council will issue assessment summaries to the successful and unsuccessful Participants in accordance with regulation 31 of the Regulations. The Authority will also publish a contract award notice in accordance with regulation 27 of the Regulations.

SCHEDULE 2: DETAILED SPECIFICATION

1.1 General Mandatory Requirements for Service Providers (Valid for all Lots)

To qualify for evaluation, all bidding entities must fulfil the following mandatory requirements:

1. **Company Professional Experience:** Minimum of 10 years of relevant operational experience in the vehicle rental/leasing domain.
2. **Legal and Tax Compliance:** Service Provider must provide a valid certificate of incorporation and valid tax certificates (as applicable).
3. **Financial Stability:** Service Provider should be financially stable (see financial criteria in PSQ) with adequate financial resources and capability to fulfil the requirements (must be supported by last 3 years financial statements (or a 3 year bank statements for verifying financial strength) – audited financial statements would be a plus).
4. **Corporate Reputation:** Submission of a comprehensive company profile detailing ownership structure, senior management and organizational charts. The service provider (and its sister concerns) must submit an undertaking that the firm has never been blacklisted/banned and faces no ongoing material litigation impacting service delivery from any client.
5. **Client References:** The Service Provider should provide relevant customer (preferably comparable (financial / operational) ongoing or concluded within the last 12 months only) examples as requested in the Supplier Response. Client reference checks would also be carried out by British Council.
6. **Reporting Systems:** The Service Provider will be able to produce accurate and detailed management reports on the services they provide and deliver these in electronic informative format.
7. **Technical Ability:** All assigned staff should be trained in the relevant standards for the duties assigned to them.
8. **Fleet Detail:** The Service Provider should have a fleet of at least 30 vehicles (which should not be older than 4 years) having all legal documentation (including comprehensive 3rd party insurance covering for 3rd party passenger injuries, death etc. The insurance should also cover client travellers as well for injuries, deaths etc.) with a minimum of 30 trained, uniformed and security cleared drivers (for the lot they are bidding for). In case the Service Provider wishes to bid for more than 1 geographic location, the minimum requirement of vehicles would be at least 50 with 50 trained drivers split equally in both locations (all other requirements would remain the same as before). The vendor must share the list of vehicles available and owned by them with detail.
9. **Geographic Availability:** The Service Provider must have an office and sub offices in the provinces they are bidding for. If bidding for all lots, the Service Provider should have an office in Islamabad, Peshawar, Lahore, Karachi and Quetta (including other sub offices within the province). Please note, potential Service Providers will be asked to share the addresses and other necessary details of all their offices as part of the Supplier Response. This may be subject to verification visits by the British Council team.
10. **Driver training records:** Such records can include Defensive Driving Trainings or refreshment courses from the Motorway Police or Local Traffic Police or internal training records showcasing vehicle

safety and client handling. A record could be a time and date physical attendance sheet with a picture of the training event or certifications. The Service Provider is to provide a record of their latest trainings.

11. **Helpline:** The Service Provider is to ensure availability 24/7 through a dedicated account manager and an emergency helpline – details are to be shared by the Service Provider.

(a) Vehicle Standards

All vehicles offered by the Service Provider must comply with the following standards:

1. Be well-maintained (clean, comfortable, running heating / cooling systems, proper tires etc.), roadworthy and less than 4 years old (from the invoice date of the vehicle)
2. Have valid registration and fitness certificates (where applicable)
3. Hold comprehensive third-party insurance coverage (including complete comprehensive coverage for 3rd and client passenger injuries)
4. Have all applicable taxes updated and paid as well as have motorway E-tag installed (on vehicle running intra city routes)
5. Be fitted with a GPS tracker (iTech or equivalent) with access of vehicle tracking extended to the British Council Security team
6. Be adequately fuelled to complete the entire journey / trip before pick-up. For longer journeys, the driver should have a fuel card or enough provision for fuelling of the vehicle and for paying road toll taxes where the need arises
7. Be equipped with functional door locks, seatbelts, air-conditioning and heating for all passengers etc.
8. Be designated as non-smoking space (including for the driver).
9. Carry a complete safety kit, including: first-aid kit, fire extinguisher, spare tyre, jack, tow rope, jumper cable and basic toolkit.
10. Display visible signage with seatbelt instructions and emergency contact information.

(b) Driver Requirements

The Service Provider shall provide appropriate drivers for the vehicles assigned to the British Council.

The Service Provider should ensure that the deployed drivers are security cleared, and background checked. Furthermore, their Biodata including CNIC, phone numbers, past work experience, resume, and police record, etc. should be available with the Service Provider and provided to the British Council as and when required.

The Service Provider will also ensure and assure that, before deploying drivers, they are competent to fulfil the role and have the necessary skills, training and relevant documentation (valid driving license etc.) to carry out works assigned to them.

The drivers provided by the Service Provider should be well groomed, hygienic, with neat and clean uniforms (that can be used in summer and winter) displaying the company logo. The Service Provider will ensure that the drivers are not involved in any malpractices, have good & related background experience, do not use or carry any prohibited item including but not limited to cigarettes, pan, chalia, gutka, drugs, alcohol etc. or any medicine that may impair their driving ability. Any driver found indulged in this behaviour is to be replaced by the Service Provider immediately. No driver should carry any weapon or sharp object with them that can cause harm to the traveller. For any driver found violating the British Council's code of conduct, the Service Provider should ensure that such drivers are removed from any type of deputation for the British Council immediately. All of Service Provider's drivers must be able to effectively communicate in basic English. The drivers should be polite and have at minimum customer service skills.

All drivers must carry their original valid CNIC and original valid Driving License (for the type of vehicle they are assigned to). Each driver should have a minimum of 5 years of driving experience against the duties they are assigned to (not younger than 25 years and not older than 40 years old). For instance, a driver who does not have highway experience should not be given highway duties. The drivers should be trained in Defensive Driving. The drivers should also be knowledgeable of the routes they are assigned to including alternate routes in cases of road closures.

A briefing of British Council practices and policies will be shared with the Service Provider prior to deployment of their services.

If any employee of the Service provider is found to be in breach of British Council practices and policies, they will be immediately reported to the Service Provider and may be asked to be removed from any duty concerning the British Council. Any breach in British Council practices and policies by the Service Provider's employees may incur service credits, multiple or continuous breaches, if not corrected, could lead to termination of the contract.

Service Provider shall closely monitor its employees providing services, including for the purposes of detecting operational irregularities, non-compliance with contractual requirements and/or any training needs required. It is the Service Provider's responsibility to ensure that they oversee their contracted activities, and

do not delay, ignore, or otherwise limit contractual obligations to a task, site, or operational request from the British Council.

The Service Provider should adhere to the local laws of employment & minimum wage, social security & EOBI registration as applicable by the relevant laws of Pakistan.

Service Providers are encouraged to provide trained, qualified female drivers if they can, particularly for female passengers, without impacting service quality and pricing. If female drivers are not available, this will not negatively affect proposal evaluation.

(c) Health Checks:

All drivers deployed by the Service Provider are to go through mandatory health checks that should be managed by the Service Provider to ensure that the drivers are fit to drive. Health checks may include but are not limited to eyesight, reflex tests, cardio tests etc. The Service Provider is to provide a certificate of driver fitness and health to the British Council for record keeping purposes (this is to be renewed every year).

(d) Changes to Fuel Pricing

Service Providers must provide a pre-approved mechanism for handling changes to fuel prices (up or down). Percentage change of upto 5% in fuel rates should not trigger changes to the per KM rate charges or fixed rates, where applicable (per Hour rates would not be changed due to fuel related charges). Any change beyond the 5% increase would require an email with rates from the Service Provider. The Head of Facility would review the rates and mutually agree prior to implementation.

(e) Compliance and Safety Requirements

Service Providers must comply with all applicable Pakistani labour law provisions on working hours, mandatory breaks, and overtime.

Service Providers should ensure that drivers are adequately rested and fit before commencing any duty. For inter-city travel or continuous driving exceeding 4 hours, drivers shall be given rest breaks of at least 15-30 minutes.

Service Providers must comply with British Council health & safety protocols.

Mandatory pre-dispatch hygiene and mechanical checks for all vehicles. Similarly, standard Armoured Vehicle protocols and checks must be undertaken before deployment.

Service Providers must have a documented incident / accident response protocol in place.

Service Providers must have and will be required to submit a Business Continuity & Crisis Management Plan (BCCMP) as part of their bid. Drivers and operational staff must be trained and briefed on the plan. The BCCMP must address potential safety and security scenarios relevant to road travel, including (but not limited to):

1. Vehicle accidents
2. Theft or carjacking
3. Passenger or driver illness, medical emergencies, or fatalities
4. Natural disasters or force majeure events
5. The document must clearly define roles and responsibilities in each scenario, including reporting protocols, emergency contacts, mitigation steps, and recovery measures.

Service Providers must maintain valid insurance covering all passengers in line with Pakistani law and industry best practices. Proof of valid insurance policies must be submitted with the bid, and renewed copies must be shared upon expiry. The vendor will be held liable for any lapse in coverage during the contract period (without any financial or reputational damage to the British Council).

In case of non-compliance, the British Council would inform the Service Provider in writing to ensure compliance. If the Service Provider fails to comply, it would lead to implementation of service credits and upon continuous noncompliance (for the 3rd time) the contract can be terminated by the British Council with no financial impact on the British Council.

1.2 Performance Management (KPIs & Service Credits) (All Lots)

Performance would be measured against set KPIs. A Supplier Management meeting will be held monthly, whereby the Service Provider will rate their services and submit the KPI scorecard by the 03rd of every following month and share the same with the British Council's Facilities Team. A meeting would be held on the 05th of every month where the monthly KPI scorecard would be discussed and agreed between the Service Provider and the British Council. The scorecard is available under KPI Measurement Tools.

British Council Facilities team will then advise whether Service Credits are to be applied to the Service Provider's monthly invoice. Service Credits shall be agreed with the service provider and then applied to the Service Provider's monthly invoice in accordance with the amounts shown in the Service Credits Table below. For the first 60 days from the commencement of the Agreement, British Council will not apply Service Credits.

Service Credits/Financial Deductions

After the first 60 days of the contract term, if overall performance is below 90% the following financial deductions may be applied:

Monthly Performance Score %	Month 1	Month 2	Month 3 onwards
90 and above	No deduction	No deduction	No deduction
85 – 89	No deduction	No deduction	2%
80 – 84	2%	3%	4%
75 – 79	4%	6%	8%
70 – 74	6%	9%	12%
69 and below	8%	12%	16%
Failure of the Same KPIs	Month 1	Month 2	Month 3
	No deduction	No deduction	2% per KPI

*All deductions, where necessary, would be made in the monthly service invoice of the vendor.

Process - as defined in the table above:

- (f) in case the Service Provider fails the same KPI or KPIs for three consecutive months, a Service Credit will be applied to the failed KPI in accordance with the Service Credits Table shown above. The service credit would be applied to the invoice of the 3rd month.
- (g) Additionally, where the Service Provider fails to achieve an overall score of 90% every third month, a Service Credit will be applied in accordance with the Service Credits Table shown above on the 3rd month's invoice.
- (h) If the Service Provider achieves a score of 90% or above but fails the same KPI or KPIs for a third month in a row, the Service Credit shown in the table above will be applied.
- (i) If the Service Provider's performance KPIs reach 90% or above in the next month after application of service credits – that month would be considered Month 1 of successful service delivery for on-going monitoring.
- (j) In the event of the Services Providers performance, failing to meet the specified criteria for three consecutive months, British Council reserves the right to terminate the Agreement in accordance with British Council Terms and Conditions.

The Service Provider shall note that the KPI regime or the individual KPIs are not negotiable and will be implemented in their fullest capacity. British Council may vary the KPIs if there are changes in circumstances. Any changes made to the KPIs will be discussed and agreed with the Service Provider in writing before implementation.

1.3 Tender Lot Structure

Potential Service Providers may submit bids under one or more of the lots:

- **Lot 1:** Federal (ICT)* + Punjab + AJK + Operationally Leased Vehicles
- **Lot 2:** Khyber Pakhtunkhwa (KPK) + Gilgit-Baltistan (GB) + Operationally Leased Vehicles
- **Lot 3:** Sindh + Baluchistan + Operationally Leased Vehicles

****Note on Federal (ICT) Lot 3:** Because the British Council office in Islamabad is located within the Diplomatic Enclave, vendors bidding for Lot 3 must possess valid security permissions to enter the enclave. The British Council will provide all necessary supporting paperwork.*

1.4 Town Car Service Provision (applicable on Lots 1 – Lots 3)

1. Objective

To secure safe, legally compliant, reliable and cost-effective ad-hoc and standard transport services across multiple cities to support operations, exams and corporate events. The services should ensure timely availability, safety, quality, and strong governance across the year.

2. Detailed Requirements

Standard Requirement: The standard requirement would be provision of vehicle with fuel and driver. In case the driver has to travel intra city, the vehicles should have MTags or ONE Network tags to access highways / motorways and the drivers should have funds to pay for toll tax.

Operational Configurations for Standard Requirement: Bids must include modular pricing options for:

S. No.	Fuel	Maintenance	Driver	Tracker
Config 1	Not Included	Not Included	Not Included	All vehicles should be equipped with trackers. Tracker access to vehicles allocated to the British Council should be provided to the British Council preferably.
Config 2	Included	Not Included	Not Included	
Config 3	Not Included	Included	Not Included	
Config 4	Not Included	Not Included	Included	
Config 5	Included	Included	Included	
Config 6	Not Included	Included	Included	
Config 7	Included	Included	Not Included	
Config 8	Included	Not Included	Included	

2.1 Categories¹

Standard Requirement: The standard requirement would be provision of a minimum 1300cc vehicle (preferably a Toyota or similar).

Until and unless required, the British Council can also look at utilizing a higher power vehicles such as an SUV or 4x4's (including but not limited to Pickups, Jeeps, Luxury vehicles etc. of any vehicle brand). Such requirements, if any, are to be quoted separately via email and can be deputed based on the approval of the Operations Director, British Council.

Use of Hybrid / EV vehicles is encouraged. However, the British Council would not be offering recharging points for the EV.

Provision of dashcam (covering front view and rear view of the road) is advantageous. It would be preferable to have these installed while travelling on motorways / intra city travelling / national highways etc.

Optional Requirement: Optional requirements cover the use of the following vehicles. The service provider has to provide the following vehicles based on approvals from the Director Operations, British Council.

- (a) Armoured Vehicles (B6 / B6+)
- (b) Luxury Buses

¹ For all categories, preference will be given to well-established brands with strong build quality and established network / presence in Pakistan.

Incase of Armored vehicles, the Service Provider has to ensure that they have the relevant documentation available to operate the vehicle. The vehicle should be deputed with / without a trained and certified driver who can operate the vehicle. The vehicle should be in pristine condition and properly maintained (working heating / cooling, clean vehicle, roadworthy tires / battery, maintained, tuned and serviced etc.) prior to deputation.

Additionally, the following vehicle may also be required from time to time:

- (a) Pickup Trucks (Suzuki Ravi, Mazda, Isuzu etc.)
- (b) Vans / Mini-Vans
- (c) Coasters
- (d) Hiaces (Standard roof or Hi Roof)

The list of vehicles can be increased or decreased based on email confirmation from the Director Operations, British Council to the Service Providers. The Service Provider are to share rates separately for any vehicle category not mentioned above with the Facility Managers, British Council who would review and approve where appropriate.

Failure to Perform in a Trip: The British Council would not be liable to pay the Service Provider for the particular trip, where the Service Provider:

1. Fails to provide a road worthy, appropriate vehicle for travel
2. Fails to provide a clean and maintained vehicle
3. Where the vehicle fails to perform (breakdown – engine failure, non working ac or heating services etc. due to non-maintenance)
4. Fails to provide a groomed, properly dressed driver
5. Where the driver is not properly rested or drives rashly or is under the influence or behaves erratically with the passenger
6. Where the vehicle does not show up at all or later than the committed time (considering the traveller has left)
7. Does not provide the client with a travel receipt

Operationally Leased Vehicles:

Objective:

To engage a lease (hire / purchase) directly with the service provider to provide reliable, compliant and cost-effective lease / purchase hire agreements directly to the British Council.

Detailed Requirement:

Vendors must propose financial and operational mechanics for 3, 4, and 5-year operational lease structures based on the following criteria (for a brand new vehicle only):

- **Down Payment:** PKR 0 (No down payment will be made by the British Council).
- **Residual Value:** 0% or a minimal percentage (5% or less) at the end of the lease term to transfer full vehicle ownership to the British Council.
- **Insurance:** Complete Vehicle Insurance including passenger and 3rd party insurance to be provided by the Service Provider. In case of any incident or accident, the British Council would be managing depreciation payments only, while insurance would cover their cost. In case of total loss, the Service Provider would claim the cost of the vehicle from the Insurance Company directly with no financial or legal onus to the British Council.
- **Early Cancellation:** The Service Provider will be providing an early cancellation mechanism in case the vehicle is returned to the service provider before completion of the lease / hire agreement

Operational Configurations for Operationally Leased Vehicles: Bids must include modular pricing options for:

S. No.	Fuel	Maintenance*	Driver	Tracker
Config 1	Not Included	Not Included	Not Included	British Council to provide and manage.
Config 2	Included	Not Included	Not Included	
Config 3	Not Included	Included	Not Included	
Config 4	Not Included	Not Included	Included	
Config 5	Included	Included	Included	
Config 6	Not Included	Included	Included	

Config 7	Included	Included	Not Included	
Config 8	Included	Not Included	Included	

*Maintenance should include routine Periodic maintenance including periodic maintenance, service, parts and battery. Tires for the vehicle can be billed by the service provider to the British Council directly. The service provider will ensure that the tires being provided are recently imported, new with a manufacturing date not more than 6 months at the time of installation, genuine and equivalent to the market price.

- **Ad-Hoc Fleet Expansion:** The British Council may request lease structures for brand-new local or imported vehicle variants (e.g., Honda, Toyota, KIA, Hyundai, Suzuki etc.) of any engine power across any city in Pakistan. When requested, the vendor must provide a price quote (with agreed fixed percentages), which will be formally authorized via email by the Operations Director, British Council before execution, delivery and management.

Current vehicle the British Council is looking to operationally lease is the Toyota Fortuner Sigma 4 (4x4 1GD).

Such vehicles can be allocated to any city in Pakistan (irrespective of the lot the Service Provider is bidding on) based on mutual agreement with the Service Provider. These vehicles can be used frequently within city or for intra city travelling to many locations nationally as deemed fit by the British Council.

2.2 Geographic Coverage

Services will be required in the following cities²

<u>ICT</u>	<u>Punjab</u>	<u>KPK</u>	<u>Balochistan</u>	<u>Sindh</u>	<u>AJK</u>	<u>GB</u>
Islamabad	Attock	Abbottabad	Gwadar	Hyderabad	Mirpur	Gilgit
	Bahawalnagar	Chitral	Quetta	Karachi	Muzaffarabad	Hunza
	Bahawalpur	D I Khan		Larkana		Skardu
	D G Khan	Nowshera		Rashidabad		

² This list is not fully exhaustive, and more cities can be added as per requirements

Faisalabad	Peshawar	Sukkur
Gujranwala	Swat	
Gujrat		
Hasan Abdaal		
Jhang		
Jhelum		
Kharian		
Lahore		
Mandi Bahauddin		
Multan		
Murree		
Rahim Yar Khan		
Rawalpindi		
Sadiqabad		
Sahiwal		
Sialkot		
Taxila		
Wah Cantt		

(f) Incase additional cities are required to be added to the list, the British Council Facility Managers would share a request with the Service Provider who would revert with a quote. The British Council Operations Director can then approve the quote and the Service Provider can service the city accordingly.

2.3 Booking & Availability

Standard: The standard bookings would be made 1 calendar day in advance via email / portal.

Ad-hoc: Adhoc requirements are kept to a bare minimum but in case of need the vehicle should be provided within a 3-hour notice.

Availability: Vehicles must be available and present on time at the right location for early morning/late night duties, including dispatches and emergencies. Staff, where required should be deputed in a timely fashion for material/equipment loading support.

For Airport duties:

Airport Pickups: For airport pick-ups, drivers are required to be on time of the scheduled flight arrival at the airport. Vendor is expected to check any changes in flight arrival timings to ensure timely pick-up from the airport.

Airport Drop Offs: For airport drop-offs, drivers must report punctually to the designated pick-up location to ensure passengers reach the airport on time.

Full details (driver name, contact number, vehicle make/model, registration number) must be shared with British Council in advance of vehicle deployment for all requirements.

2.4 Rates and Charges

General Rate Structure

1. **Standard Tariffs:** Service Providers must offer transparent per-kilometer (km) and hourly rates, explicitly detailing all associated commercial conditions. Vehicle mileage rates apply transparently from the precise physical origin of the booking (the pick-up location) to the final destination point.

2. **Base City Billing:** Rates must be calculated strictly from the specific city where the service is required, rather than the vendor's headquarters. Service Providers are strongly encouraged to strategically base vehicles within these designated cities to minimize dead mileage or unnecessary round-trip charges.

3. **Predefined Distance Matrix:** Predefined kilometer thresholds for city-to-city travel is provided by the British Council for standardized costing purposes. All such long-distance travels must be executed on a comprehensive, door-to-door pick-and-drop basis.

- **City to City Travelling:** Based on above KMs, the Service Provider should provide a fixed package covering the following journey types:

- Drop-off only

- Same-day return
- Next-day return

The cost for tolls should be kept separate to the fixed cost. These can be charged at actual against provision of receipt evidence.

Service Providers are required to provide fixed, flat-rate pricing for the following travel categories as well:

- **Fixed Airport Transits:** Flat rates for airport pick-ups and drop-offs (door to door) across all major operating cities.

Time, Waiting, and Arrival Rules

- **Driver Operational Hours:** While vehicle mileage is billed strictly from the physical pick-up location, chargeable driver operational hours should start from the actual pick-up site.
- **Early Arrivals:** If a driver arrives early (outside of the mutually agreed lead time), this cushion period is entirely non-chargeable to the British Council.
- **Grace Period & Waiting Charges:** For all standard assignments, waiting charges will only begin to accumulate after a **30-minute grace period** has elapsed past the scheduled pick-up time.

Mandatory Driver Breaks: Service Providers must factor all mandatory driver rest breaks required under safety and compliance protocols (e.g., rest periods during extended or inter-city travel) into their baseline hourly rates and journey timelines. These compliance breaks cannot be billed as additional standalone charges.

Allowances, Tolls, and Incidental Caps

- **Driver Allowances & Per Diems:** Service Providers must propose clear conditions and fixed rates for driver field allowances, overnight stays, and applicable daily per diems.
- **Toll Reconciliation:** Toll expenses may be charged back to the British Council at actual cost. Service Providers must provide valid, supporting physical or digital receipts to justify these line items.
- **Expense Cap:** No other hidden fees, fuel surcharges, or miscellaneous administrative costs will be honored under this agreement.

Cancellation Practice

Bidders must explicitly outline their cancellation rules within the following framework:

- **Zero-Fee Window:** Service Providers must specify a minimum cancellation notice window (quantified strictly in hours) during which the British Council can cancel a booking without incurring any financial penalty.
- **Late Cancellation Fees:** Service Providers must clearly define the exact percentage of the total booking cost that will be assessed if a cancellation occurs outside of the approved free window.

2.5 Valet Services

Service Provider to arrange uniformed drivers / logistics staff with ID badges for valet services. Where needed and possible, service provider is to also arrange suitable parking arrangements / space. The valet staff has to be vetted before hiring and would include deployment of a supervisor and staff who have proper documentation for driving and parking vehicles such as valid driving licenses etc. The valet staff would also be responsible for any and all damages that may result in their negligence against vehicles entrusted into their possession such as accidents, fines from parking in wrong spots, loss of valuables from the vehicle (if proven) etc. Such costs would be charged back to the Service Provider in their monthly bill as adjustments. If the parking spots are charged, the supplier will arrange for payments and charge the British Council as per actual parking rates with evidence.

2.6 Passenger's Insurance Claims

Where applicable, in case of any incident or accident which results in an injury or fatality to the passenger in the Service Provider's vehicle, the Service Provider is to ensure that all claims as per the Government of Pakistan and liable to reimbursement to the traveller are issued within 30 days of the incident reporting. Any documentation required for settlement of the claim is to be shared by the Service Provider within 24 hours of incident reporting.

3. Reporting Requirements

A standard reporting template will be provided by British Council. This must be strictly followed by the vendor

At the end of each month (e.g., 01 Jan – 31 Jan), the vendor will submit a provisional transport activity report by the 5th of the following month (i.e. Feb in this example).

The report must include as minimum booking logs, trip details, mileage, driver/vehicle deployment, fuel usage (if applicable), and any exceptions/delays.

British Council will verify, seek clarifications and accept the report. Once report is accepted, vendor will then submit the invoice for the month.

4. Feedback, communication & coordination

Service Provider are encouraged to offer an automated feedback mechanism.

Service Provider with existing online portal / mobile app / dashboard capabilities allowing visibility of bookings, cancellations, usage record, relevant reports and feedback records would be preferred

Monthly meetings will be held between British Council and the Service Provider to review performance, discuss compliance issues, share feedback on adherence to agreed standards, quality of services or any other relevant matter.

To support effective coordination, British Council can allow to base one dedicated staff member of the vendor at its premises. The service provider would be providing equipment (such as a computer and printer) to the deputed staff.

The lead time for the Service Provider for ensuring resolution to a defined problem is shared below:

S. No.	Problem Definition	Priority	Lead Time (after intimation)
1	Vehicle Breakdown / Accident leading to Replacement	High	Replacement vehicle <20 mins within city Outside city, within reasonable time
2	Grievance against Driver / Vehicle requesting change of vehicle	High	Replacement vehicle / driver < 20mins

3	Incident Report (immediate information should be provided to the British Council Security team ASAP)	High	Preliminary incident report to be provided by Service Provider to British Council within 03 hours in case of incident leading to life threatening injuries or casualty Preliminary incident report to be provided by Service Provider to British Council within 06 hours in case of incident leading to minor injuries
4	Theft / Snatching (immediate information should be provided to the British Council Security team ASAP)	High	Intimation within 30 mins of incident occurring. Reports to be issued within 06 hours of incident reporting.
5	Driver Behaviour	High	Intimation within 30 mins of incident reporting. Incident report to be issued by the Service Provider within 1 hour of incident reporting.

5. Specific KPIs for Lot 1 – Lot 3

List of KPIs:

Category	KPI	Measurement	Target	Weight (%)
Service Availability	On-Time Vehicle Availability	% of bookings delivered on time	≥98 %	High
Service Availability	Fleet Reliability (No Breakdowns)	% of trips without breakdowns	≥99 %	High
Service Availability	Reservation Accuracy	% of bookings fulfilled correctly	≥98 %	High

Service Availability	On Time Vehicle Arrival	% of vehicles arriving on time	≥98 %	High
Service Availability	Driver Complaints (hygiene, attitude etc.)	% of complaints received vs bookings	≤1%	High

Category	KPI	Measurement	Target	Weight (%)
Fleet Quality & Safety	Vehicle Age & Condition	% of fleet < 4 years old	100 %	High
Fleet Quality & Safety	Cleanliness & Safety Compliance	Inspection / compliance score	100 %	High
Fleet Quality & Safety	Emergency Response Time	Avg. time for replacement vehicle (within city)	≤1 hr	High

Category	KPI	Measurement	Target	Weight (%)
Cost Efficiency	Billing Accuracy and Submission	% of error-free invoices submitted on time	≥98 %	Medium
Cost Efficiency	Fuel Policy Adherence	% trips billed per policy	≥95 %	Medium

Category	KPI	Measurement	Target	Weight (%)
Customer & User Experience	User Satisfaction	Avg. satisfaction score	≥95	High
Customer & User Experience	Complaint Resolution Time	Avg. resolution time	≤24 hrs	Medium
Compliance & Reporting	Contract Compliance	SLA / driver checks compliance	100 %	Medium
Compliance & Reporting	Monthly Performance Reporting	% reports delivered on time	≥99 %	Medium

SCHEDULE 3: Locations

Services will be required in the following cities³

<u>ICT</u>	<u>Punjab</u>	<u>KPK</u>	<u>Balochistan</u>	<u>Sindh</u>	<u>AJK</u>	<u>GB</u>
Islamabad	Attock	Abbottabad	Gwadar	Hyderabad	Mirpur	Gilgit
	Bahawalnagar	Chitral	Quetta	Karachi	Muzaffarabad	Hunza
	Bahawalpur	D I Khan		Larkana		Skardu
	D G Khan	Nowshera		Rashidabad		
	Faisalabad	Peshawar		Sukkur		
	Gujranwala	Swat				
	Gujrat					
	Hasan Abdaal					
	Jhang					
	Jhelum					
	Kharian					
	Lahore					
	Mandi Bahauddin					
	Multan					
	Murree					
	Rahim Yar Khan					
	Rawalpindi					
	Sadiqabad					

³ This list is not fully exhaustive, and more cities can be added as per requirements

Sahiwal
Sialkot
Taxila
Wah Cantt