



UEFA GOVERNANCE & COMPLIANCE

# Request for Quotation

Reviews in cases of reported misuse of UEFA funds

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**Confidentiality notice**

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### 1. Introduction and general information

UEFA is the official body for European football, responsible to its member associations for the governing of the sport of football in Europe in accordance with its constitution, statutes and technical rules.

This request for quotation (RFQ) is an invitation to submit quotations for the provision of investigation services for the use of UEFA funds in cases of reported misuse by UEFA Member Associations or other recipients.

#### 1.1 Purpose of this RFQ

The purpose of this RFQ is to solicit quotations from suppliers with expertise in forensic investigations, with a view to delivering high-quality services for cases of alleged misuse of funds. Due to the periodic and sometimes short-notice nature of the reviews, this process will result in the selection of 2-3 suppliers that will be invited to enter a framework agreement with a specific and detailed scope.

#### 1.2 General information

Periodically, specific concerns arise relating to the management and use of UEFA-distributed funds. These concerns may arise as a result of investigations or proceedings opened by the competent national authorities, or following specific credible allegations made through other channels (media, whistle-blowing, etc.).

As part of its recently-approved strategy for 2019-24, UEFA has committed to *"improving good governance at all levels [...] continue to build its [UEFA's] reputation for openness, integrity and trust [...] strive to fully restore faith in the governance of football [...] attain the high standards of integrity required [...] lead and be the standard-bearer for good governance [...] establish simpler and clearer guidelines and procedures to preserve structured and transparent decision-making processes and better compliance with UEFA regulations. Protect the reputation and image of UEFA and member associations [...] transparent and accountable financial flows, especially regarding UEFA's solidarity payment programmes, [which] are necessary for accountability and will help redirect more funds back into the parts of the game where they are most needed [...] bring in procedures to improve corporate cost efficiencies and lower exposure to risk"*.

In cases of actual or reported misuse of UEFA funds, the UEFA Administration is responsible for reacting decisively and thoroughly to regain or maintain the trust of stakeholders, and to mitigate the potential damage caused by alleged fraud or corruption cases.

## 2. RFQ process

The RFQ process comprises the following steps:

### 2.1 Intention to submit a quotation

Following receipt of this request for quotation, each bidder shall indicate their intent to bid via the Bonfire platform ("the Platform") at the latest on **25.10.2019**:

<https://uefa.bonfirehub.com/opportunities/private/2be313e33b4965712a6c4f7ca424ca38>

**Note:** You will be invited to log in to the Platform and proceed with the RFQ process (you will be required to create an account if you do not have one already).

This indication of intent will serve as confirmation of the bidder's intention to submit a quotation and designate a representative.

The indication of intent must be accompanied by the company information (**Annex I**) if the bidder has not previously signed an agreement with UEFA or if the company information has changed since. Company information documents that are not duly signed cannot be accepted and the associated quotations will not be considered.

Should a bidder subsequently decide not to submit a quotation, their access to this Platform will be revoked.

### 2.2 Submission of responses

Each bidder should provide UEFA with a formal quotation that complies with the requirements laid down in section 6 of this document.

Bidders must submit a signed, electronic copy of their quotation in **English** (PDF document) through the Platform.

Attachments and supplements may be provided in other formats such as Microsoft Excel, Microsoft Word or Microsoft PowerPoint. However, bidders may include these documents in the annexes only.

Quotations must be received by UEFA no later than:

**08.11.2019, 18:00 CET**

Any quotation received after this deadline or submitted by any other method or in any other form, or which does not contain all the information required by this RFQ, will not be considered. This includes quotations that are not duly signed.

Quotations must be valid for a minimum period of **60 calendar days** after the closing date.

Please note that the cost of preparing a quotation and negotiating an agreement, including any related costs, is not reimbursable, nor can it be included as a direct cost of the assignment.

### 2.3 Questions during the selection process

Any questions of a contractual, technical or commercial nature relating to this RFQ or the submission of quotations must be submitted through the Q&A section of the Platform.

Questions must be received at the latest on **01.11.2019**. Bidders must use the Q&A section to submit eventual questions. **Please note that questions and answers may be shared with all bidders.** After 30.10.2019, bidders must not initiate any further contact with UEFA with regard to this RFQ.

Should the project management team receive questions or comments before the deadline that it considers to be of interest to all parties, a written response shall be sent to all bidders without revealing the identity of the original enquirer.

The contact person for this process will be Inés Zurera, UEFA Governance Specialist, ines.zurera@uefa.ch, or via compliance@uefa.ch.

On no account are bidders to contact or communicate with any other UEFA personnel prior to the awarding of any agreement that may result from this RFQ in relation to any matter concerning this RFQ, with the exception of communications initiated by UEFA.

UEFA reserves the right to modify and/or amend this RFQ and associated documents at any time prior to the closing date, by written amendment of which all bidders will be notified.

### 2.4 Evaluation of bidders

Formal quotations submitted by the deadline and in line with all of UEFA's requirements will be, at UEFA's sole discretion, reviewed by the UEFA administration.

Bidders may be contacted by UEFA to provide complementary information regarding their quotations and to discuss these in more detail. They may also be given the opportunity to review and resubmit their quotation.

## 3. Timeline

This timeline is merely indicative and may change at UEFA's sole discretion.

Envisaged date	Stages of evaluation process
<b>18/10/2019</b>	RFQ published on the Platform
<b>25/10/2019</b>	Deadline for submitting the company information ( <b>Annex I</b> ) and intent to bid
<b>01/11/2019</b>	Deadline for receipt of questions regarding the RFQ
<b>08/11/2019</b>	Deadline for quotations
<b>15/11/2019</b>	Review of quotations by UEFA administration
<b>22/11/2019</b>	Revised offers received, including final fixed pricing
<b>29/11/2019</b>	Evaluation period ends Notification of selected bidders

## 4. Standard and special terms & conditions

### 4.1 Standard terms & conditions

Quotations could form the basis of an agreement between your firm and UEFA. Should your quotation be selected, your firm will be required to sign a one-year framework agreement, subject to the General Terms and Conditions for the Supply of Services to UEFA (**Annex II**) and the UEFA Supplier Code (**Annex III**). Bidders must describe their ability to meet UEFA's legal and contractual requirements in their quotation.

### 4.2 Payment terms

Payment terms shall be in accordance with the attached General Terms and Conditions for the Supply of Services to UEFA agreement (**Annex II**).

### 4.3 Ownership of deliverables

The material and documentation produced will be the sole property of UEFA.

## 5. Scope

### 5.1 General objectives

Bidders shall be able to provide a review for each requested case, whose main objectives would be to:

- inspect processes, distribution and handling in respect to UEFA-distributed funds;
- assess, in an independent, impartial and objective way, whether the funds were effectively used for the purpose for which they were provided.
- propose recommendations that help preventing similar future cases.
- such services will include the following activities:
  - gain reasonable assurance that all applicable rules, regulations and laws have been respected;
  - gain assurance that there has been no instances of financial impropriety, fraud or other wrongdoing;
  - perform detailed work over the specific area of concern;
  - generate high quality evidence which can be used to take action, as appropriate;
  - provide, where necessary, support with a view to proposing corrective management and administrative measures;
- address queries in relation to the status of ongoing and past reviews as required.

### 5.2 Reporting

The bidder shall be able provide the following deliverables:

- detailed on-site visit report after each review, including recommendations based on the concrete findings;

- year-end report entailing the aggregated summary of all the reviews that were conducted throughout the year (if more than one).

### 5.3 Pricing

Bidders must provide UEFA with a detailed budget, which must include the rate per working day of each of the dedicated resources.

## 6. Format and content of quotations

Quotations must be submitted via the Platform **in English** as a PDF document.

Bidders may include in their quotations additional elements not specifically requested in this RFQ if they believe that such information may be necessary for UEFA to properly understand and evaluate their quotation. Bidders may also provide UEFA with complementary documents through the Platform if they consider them as truly essential.

**Please be concise; do not include any marketing brochures or additional information that can already be found on your website.**

### 6.1 Format

Quotations shall respond to the RFQ requirements by restating the number and text of the requirement in sequence (see section 6.2 below) and writing the response immediately below each requirement.

Figures and tables must be numbered, referenced in the text by that number and placed as close as possible to the referencing text.

All pages of the quotation must be numbered consecutively. Page numbers shall be displayed on every page in a consistent location.

Quotations shall be based solely on the information included in this RFQ, official responses to properly submitted questions and any other materials distributed during the RFQ process clearly marked as elements of the RFQ.

Quotations should be to the point: excessive detail is strongly discouraged. Supplementary materials may be provided in appendices.

### 6.2 Content

**Quotations must be structured as follows, using the same numbering and headings as presented under this section 6.2:**

#### 6.2.1 Presentation of the company

Provide an overview of your company, including date of incorporation, operating locations, number of employees, area(s) of specialisation and number of successful projects with clients in the sports industry.

Describe your organisational structure and explain how your organisation qualifies to respond to the requirements of this RFQ.

### 6.2.2 References

Provide at least three references (including names of contact persons, details of their positions, their addresses and phone numbers) from organisations for which your company has provided services similar in scope to the requirements of this RFQ, together with the names of the people in your team involved in each project.

Provide a selection of CVs or biographies (with names) of the people who would be assigned to this project if your company is awarded the agreement.

If you have worked in projects of a similar nature to the object of this RFQ, especially in the sports industry, please provide a brief description, including scope, staffing, duration, organisation and key deliverables.

### 6.2.3 Presentation of quotation

Describe the approach you would take to this project. How do you propose to initiate and maintain the services required? Include specific references to the forensic review practices you would apply (i.e. methodology, how to manage hostile situations, etc.) and the desired relationship between UEFA and your company.

### 6.2.4 Proposed project management

Describe:

- Staffing, with details of functions and responsibilities;
- Communication and reporting principles;
- Project methodology and quality control;
- Required interaction with UEFA.

### 6.2.5 Pricing

Provide a detailed budget in **euros**, using the bidding table available on the Platform.

Specify any information necessary to complete or correctly interpret your bidding table (i.e. additional specificities, exceptions etc.).

## 7. Method of evaluation and awarding of agreement

All quotations received will be logged and those that meet the formal requirements of this RFQ will be considered for evaluation and potential awarding of an agreement. Any quotations that do not meet the formal requirements of this RFQ will be marked as "Disqualified".

UEFA will assess the qualified bidders on the following criteria:

- ✓ Understanding of UEFA's industry and specific business needs
- ✓ Ability to provide the desired delivery model and services
- ✓ Expertise and experience in providing similar services

- ✓ Financial transparency and efficiency

### 7.1 Discussions and revised offers

UEFA may, at its sole discretion, either accept a bidder's initial quotation by awarding an agreement or enter into discussions with bidders who are deemed to have a reasonable chance of being awarded an agreement. Once discussions have been concluded, bidders may be allowed to submit a revised offer for consideration.

If a bidder believes that the text of this RFQ can be interpreted in different ways, it shall report that explicitly and in writing in its duly submitted questions or within its quotation. In case of dispute regarding an unreported interpretation, UEFA's interpretation shall prevail.

## 8. Legal notices

1. This RFQ does not constitute an agreement or an offer that is capable of being accepted.
2. The bidder accepts that UEFA's decisions relating to this RFQ will be final. UEFA is not obliged to give reasons for any of its decisions relating to this RFQ, and the bidder waives any rights it may have to challenge any decision by UEFA.
3. UEFA makes no representations or warranties as to the accuracy, adequacy or completeness of any information contained in this RFQ. No liability is accepted by UEFA or any of its representatives for any loss, expenses or damage suffered or incurred through reliance on or in connection with this RFQ.
4. UEFA reserves the right to amend any aspect of this RFQ and associated documents at any time during the procedure. All bidders will be notified of any such amendments in writing. UEFA also reserves the right to refuse any bidders if it deems appropriate without incurring any liability, or obligation to inform the affected bidders of the grounds for UEFA's action. UEFA shall in particular not be obliged to select the quotation with the lowest priced offer.
5. A bidder entering into this process does so at its own expense and risk. The bidder will be responsible for all of its costs connected to any quotation submitted in response to this RFQ, regardless of whether it is awarded an agreement. UEFA shall not be liable to any interested bidder for any costs or losses arising in connection with the submission of a quotation and documentation related to this RFQ.
6. A bidder entering into this process accepts and acknowledges the UEFA Supplier Code **(Annex III)**.
7. The bidder acknowledges that all intellectual property rights for all purposes worldwide relating to UEFA's competitions and/or events, UEFA and/or this RFQ belong solely and exclusively to UEFA.
8. The bidder acknowledges and warrants that it shall not use any marks – including but not limited to trade or service marks, logos and other marks – that belong to UEFA and shall not make any reference, whether direct or indirect, to UEFA or any of UEFA's competitions, events and/or activities. The bidder also acknowledges and accepts that it has no rights at all in this respect and cannot associate itself with UEFA in any manner whatsoever.
9. The bidder undertakes to keep the contents of this RFQ, its quotations, any communications, any negotiations and/or any draft agreement confidential. These confidentiality undertakings

survive the termination of the bidder's involvement in this RFQ procedure.

10. The bidder represents and warrants to UEFA that no information contained in its bid is false or misleading. The bidder pledges that if, following the submission of its quotation, there is any material change to any such information or any change in the bidder's circumstances, the bidder will promptly notify UEFA in writing, setting out the relevant details in full.
11. This RFQ and any agreements that may follow are governed exclusively by the laws of Switzerland, without reference to its conflicts of law rules.
12. Any dispute, controversy or claim arising out of or in relation to this RFQ will be resolved by arbitration in accordance with the Swiss Rules of International Arbitration of the Swiss Chambers of Commerce as applicable on the date on which the "notice of arbitration" is submitted in accordance with those rules. There will be three arbitrators, the seat of arbitration will be Nyon, Switzerland, and the arbitration proceedings will be conducted in the English language.

### 9. List of annexes

Annex I	Company information form
Annex II	General Terms and Conditions for the Supply of Services to UEFA
Annex III	UEFA Supplier Code