



UEFA GOVERNANCE & COMPLIANCE

Request for Quotation

Reviews of UEFA supplier's performance

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1. Introduction and general information

This request for quotation (RFQ) is an invitation to submit quotations for the provision of professional services to provide reviews of UEFA main supplier's performance.

1.1 Purpose of this RFQ

The purpose of this RFQ is to solicit quotations from suppliers with expertise in internal audit and supply chain performance management, with a view to meeting high-quality requirements and project objectives established by UEFA. This process will result in the selection a panel of suppliers, who will be invited to enter a contracting phase with a specific and detailed scope.

1.2 General information

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 [...] set the benchmark against which other bodies are measured [...] 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.*"

UEFA-wide Procurement Regulations came into force for the first time on 1 July 2019. One of the objectives of the Procurement Regulations is: "*to ensure that all procurement carried out by UEFA is ... capable of being audited by any appropriate internal or external entity.*" Article 14.2 states that: "*UEFA's governance and compliance unit is responsible for the auditing of procurement activities.*"

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 his intent to bid via the Bonfire platform at the latest on **26.09.2019**: <https://uefa.bonfirehub.com>

Note: Access to this platform is available after registering.

This will be confirmation of its intention to submit a quotation and intention to designate a representative.

The company information (**Annex I**) must be provided through the Bonfire platform by the same date by companies having not yet signed any contract with UEFA or if UEFA requires a new version.

Should a bidder decide not to submit a quotation, then its access to the platform will be revoked.

Company information documents which are not duly signed are not acceptable and the associated quotations will not be considered.

2.2 Submission of responses

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

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

Attachments and supplements may be provided in alternate formats such as Microsoft Excel, Microsoft Word, Microsoft PowerPoint. However, bidders must reference these documents in the annexes only.

The quotation must be received by UEFA no later than:

11.10.2019 18:00 CET

Any quotation received after this deadline or submitted by any other method or in any other form, or which do not contain all the information required in this document will not be considered. Quotations which are not duly signed are not acceptable and will not be considered.

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

Finally, quotations must include a cost summary. Please note that the cost of preparing a quotation and of negotiating a contract, including any related costs, is not reimbursable, nor can it be included as a direct cost of the assignment.

2.3 Questions during the supplier selection process

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

The contact person for this process will be Francesco Basso (Francesco.basso@uefa.ch) UEFA Procurement Manager.

Questions must be received at the latest on **02.10.2019**. After this date, bidders must not have any further contact with UEFA with regard to this RFQ. Bidders must use the Q&A to submit questions. **Please note that the questions submitted by all respondents and response from UEFA will be shared with all bidders.**

Should the project management team receive questions or comments before the questions closing date 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.

On no account, prior to the awarding of any contract that may result from this RFQ, are the bidders to contact or communicate with any UEFA personnel other than the person named above 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 Selection 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 quotations.

3. Timeline

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

Envisaged date	Stages of evaluation process
02.09.2019	RFQ published on UEFA.com
26.09.2019	Company information (Annex I) and intent to bid due date
02.10.2019	Deadline for receipt of questions regarding the RFQ
11.10.2019	Quotation due date
18.10.2019	Review of quotations by UEFA administration
25.10.2019	Revised offers received including the final fixed pricing
01.11.2019	Evaluation period ends Notification of awarded supplier

4. Standard and special terms & conditions

4.1 Standard terms & conditions

Quotations could form the basis for a contract between your firm and UEFA. Should your quotation be selected, your firm will be required to sign a contract, which shall incorporate UEFA's General Terms and Conditions for the Supply of Services as per the attached **Annex II**. 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 (**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

The audit process should ensure that suppliers are continually performing at or above the levels outlined in procurement contracts. The main objectives of a review would be to:

- assess, in an independent, impartial and objective way, the supplier performance;
- assess whether the supplier performance represents optimal value for money for UEFA;
- assess how the supplier selection process was conducted;
- provide assurance to UEFA top management and Executive Committee that procurement is functioning in an optimal way;
- assist the implementation/improvement of UEFA's Procurement Regulations and activities in general.

Such assessments will include the following activities:

- measure the supplier's performance against contractual obligations;
- 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 to the Division or Unit concerned with a view to proposing more effective and efficient management and administrative measures.

5.2 Supplier's objectives

The supplier must provide:

- A review checklist that will be validated together with UEFA
- An internal report with the following characteristics:
 - Executive Summary
 - Findings within category/market
 - Benchmarking report including source documentation and worksheets
 - All interview documentation
 - Review of current service contract with comments regarding performance specifications
 - Recommendations for improvement to the contract

5.3 Project plan

The quotation should include an offer for one audit, and an extra rate possibility if further services are required during one-year period.

6. Format and content of quotations

Quotations must be submitted via bonfire platform **in English** using a PDF document.

Suppliers may include additional elements which are not specifically requested in this document if they believe that such information is necessary in order for UEFA to properly understand and evaluate their quotation. Suppliers can 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 any information that can already be found on your website.

6.1 Response format

Quotations shall respond to the RFQ requirements by restating the number and text of the requirement in sequence and writing the response immediately after the requirement statement.

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

Pages must be numbered consecutively throughout the entire quotation. Page numbers shall be displayed on every page in a consistent location.

Quotations shall be based only on the materials contained in this RFQ. The RFQ includes official responses to properly submitted questions during the response period as well as any other materials distributed during the RFQ process clearly marked as elements of the RFQ.

Quotations should be to the point. Excessive length is strongly discouraged. Supplementary materials may be provided in attached appendices.

6.2 Response content

Quotations must be structured as follows by using the same numbering structure as below.

1. Presentation of the company

Provide an overview of your company, including date of incorporation, operating locations, number of employees, area(s) of specialty, number of successful projects with sport-based customers.

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

2. References

Provide at least three trade references (including names of contact persons, details of their positions, their addresses and phone numbers) from organisations for which products or services similar in scope to the requirements of this RFQ have been provided in the past, as well as the names of the people on your team for each project.

Provide a selection of CVs or biographies (with names) for the people who would be assigned to this project if awarded the contract.

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Have you worked on projects of similar nature? Please provide a brief description of the project including scope, staffing, duration, organisation and key deliverables.

3. Presentation of quotation

Describe the approach you are taking to this project. How do you propose to initiate, maintain and conclude the project. Include specific references to the project methodology and the desired relationship between UEFA and your company.

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.

5. Cost packages

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

8. Method of evaluation and awarding of contract

All quotations received will be logged and accepted into the process. Only those quotations conforming to the required standards will be considered for evaluation and potential awarding of a contract. All non-conforming quotations will be indicated as "Disqualified".

Bidders are invited to show how requirements will be met. UEFA will assess the different bidders on the criteria developed below:

- ✓ Understands the UEFA's industry and specific business needs.
- ✓ Supports the desired delivery model and service.
- ✓ Expertise and experience in providing similar services
- ✓ Cost transparency and efficiency

8.1 Discussions and revised offers

UEFA may, at its sole discretion, either accept a bidder's initial quotation by awarding a contract or enter into discussions with bidders who are deemed to have a reasonable chance of being awarded a contract. 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 has to report that explicitly and in writing as part of its offer. In case of dispute regarding an unreported interpretation, UEFA's interpretation shall prevail.

9. Legal notices

1. This RFQ does not constitute a contract 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. 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 a contract.
5. 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.
6. 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.
7. 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.
8. 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.
9. This RFQ and any agreements that may follow are governed exclusively by the laws of Switzerland, without reference to its conflicts of law rules.
10. 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.

10. List of annexes

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