

FÉDÉRATION RWANDAISE DE FOOTBALL ASSOCIATION



INVITATION FOR EXPRESSION OF INTEREST AND SUBMISSION OF SEPARATE TECHNICAL AND FINANCIAL PROPOSALS

INTERNATIONAL MATCH ORGANIZATION & NATIONAL TEAMS LOGISTICS AGENCY SERVICES

NON-EXCLUSIVE FRAMEWORK AGREEMENT

PROCUREMENT INFORMATION	DETAILS
Procuring Entity	FÉDÉRATION RWANDAISE DE FOOTBALL ASSOCIATION (FERWAF)
Procurement Reference	FERWAF/PROC/01/2026
Framework Period	24 months; possible extension of up to 12 months, subject to approval
Publication Date	22/10/2026
Submission Deadline	30/10/2026 at 17:00' Kigali time
Submission Channel / Address	Submit through: sgoffice@ferwafa.com and cc: procurement@ferwafa.com . - Email subject/file label: “EOI - International Match Organization and National Teams Logistics Agency - [Applicant name]”. - Clarification contact: procurement@ferwafa.com - Final submission deadline: 30/10/2026 at 17:00' Kigali time (UTC+2).

TECHNICAL: 80 POINTS | FINANCIAL: 20 POINTS

1. INVITATION

The Rwanda Football Federation (FERWAFA) invites legally established and suitably qualified agencies worldwide to express their interest and submit proposals for integrated international match organization, national teams' logistics, training camp management and related sporting services.

Applicants may apply individually or as a consortium. A consortium shall identify its lead member, define each member's responsibilities and demonstrate that the proposed arrangement can deliver the required services directly or through disclosed, accountable partners.

Applicants shall submit two separate offers: a Technical Proposal and a Financial Proposal. Evaluation shall be based on a total of 100 points, comprising 80 points for the Technical Proposal and 20 points for the Financial Proposal, in accordance with the approved solicitation and applicable procurement rules.

2. BACKGROUND AND OBJECTIVES

FERWAFA manages Rwanda's national teams participating in international competitions, friendly matches, training camps and other approved sporting activities. These activities require reliable accommodation, catering, ground transportation, training facilities, match organization, sporting partnerships and operational support.

The objectives of this engagement are to:

- Improve the quality, safety, reliability and value for money of national teams' international missions.
- Secure suitable accommodation, nutrition, transport and training environments for senior, youth, men's and women's teams.
- Identify appropriate opponents, training camps and sporting opportunities aligned with FERWAFA's technical priorities and match calendars.
- Ensure transparent negotiations, documented pricing, timely reporting and accountable supplier management.
- Provide responsive operational coordination and effective emergency and contingency arrangements.

3. NATURE AND DURATION OF ENGAGEMENT

FERWAFA intends to establish a non-exclusive framework agreement for an initial period of twenty-four (24) months, with a possible extension of up to twelve (12) months subject to satisfactory performance, availability of funds and the required approvals.

- Each assignment shall require a separately approved written work order or equivalent contractual instrument specifying scope, deliverables, price, payment terms, timing and responsibilities.
- No minimum number of assignments, expenditure or revenue is guaranteed.

- FERWAFA may procure services directly, use host-association arrangements or engage another supplier were justified by operational requirements or value for money.
- The selected agency has no automatic entitlement to manage every mission or to earn fees on arrangements it was not commissioned to provide.
- No negotiation, match confirmation, commercial right, signature or financial commitment may be made on FERWAFA's behalf without written authorization.
- All commissions, rebates, mark-ups, third-party benefits and subcontracting arrangements must be disclosed as required by the contract.

4. TEAMS AND GEOGRAPHICAL COVERAGE

Services may cover senior and youth national teams, men's and women's teams, and other FERWAFA national selections expressly included in an approved work order. Assignments may take place in Africa and other regions. Applicants shall demonstrate delivery networks in Africa and access to additional destinations through verified partners.

5. SCOPE OF SERVICES

5.1 Overseas accommodation and catering

- Source and negotiate hotels, team residences and training camp packages; normally provide at least three compliant options with comparable itemized costs, or document why fewer options are available.
- Verify room configuration, privacy and security, controlled team areas, meeting and video rooms, medical/physiotherapy space, gym access, internet, laundry, equipment storage and training-ground access.
- Coordinate meal plans, food safety, hydration, special diets and schedules with team staff, including any FERWAFA-approved rules for designated team areas.
- Document taxes, complimentary rooms, early check-in/late checkout, deposits, cancellation, attrition and refund conditions before commitment.
- Conduct site inspections when specifically commissioned.

5.2 Ground logistics and travel coordination

- Arrange team coaches, luggage/equipment vehicles, airport transfers and local movements appropriate to the delegation.
- Verify vehicle condition, insurance, driver credentials, safeguarding and backup arrangements.
- Prepare arrival/departure plans, movement schedules and contingency arrangements.
- Coordinate with FERWAFA, host associations, embassies, airlines, local authorities and suppliers as authorized.
- Support visa documentation, invitation letters, entry requirements and temporary equipment movements; the agency cannot guarantee decisions by authorities.

- Coordinate air itineraries with FERWAFA's designated airline or travel provider. Ticket issuance and charter procurement are included only when expressly commissioned and duly authorized.

5.3 Training camps and sporting preparations

- Propose camp destinations and schedules that reflect technical priorities, climate, travel load, recovery and budget.
- Secure suitable training pitches, gyms, equipment, dressing rooms and rehabilitation facilities, with confirmed access schedules.
- Confirm alternative facilities and contingency arrangements.
- Coordinate approved training matches, referees, medical coverage and other technical services.
- Recognize that technical decisions, team selection and sporting strategy remain FERWAFA's responsibility.

5.4 Friendly matches and sporting events

- Identify credible opponents and events; provide profiles, indicative dates, venues, sporting rationale, costs, potential revenues and delivery risks.
- Negotiate proposed terms only within a written mandate, covering appearance fees, cost sharing, hosting, travel, accommodation, ticketing, broadcast, sponsorship, insurance, cancellation and settlement.
- Identify appropriately licensed match agents where required, including the named individual, licence and role.
- Coordinate applicable association, confederation and FIFA permissions and deadlines with FERWAFA.
- Prepare draft agreements and approved operational plans covering venues, officials, security, emergency medical services, accreditation and match-day arrangements.
- No match or financial commitment may be confirmed without FERWAFA's written approval.

5.5 Reporting, coordination and emergency response

- Provide a designated account manager and 24-hour operational contact during active missions.
- Prepare an assignment plan, supplier confirmations, risk register and emergency escalation arrangements.
- Secure passport, health and other sensitive information and share it only with authorized parties for legitimate operational needs.
- Submit post-assignment service and financial reports, evidenced invoices, credit notes and refunds within contractual deadlines.
- Promptly disclose cancellations, service failures, material price changes and other operational risks.

6. ELIGIBILITY AND QUALIFICATION REQUIREMENTS

6.1 Legal status

- Certificate of incorporation, registration or equivalent legal establishment document.
- Valid business licence or authorization where required by applicable law.
- Company ownership/management information and details of authorized representatives.
- Tax registration and evidence of tax compliance where applicable.
- Signed declarations regarding debarment, suspension, conflicts of interest and accuracy of submitted information.

6.2 Relevant experience and capacity

- Company profile and organizational structure.
- List of relevant contracts or assignments completed during the last five years, where available, identifying client, country, scope, period and approximate value.
- References, completion certificates, client recommendations or other verifiable evidence of satisfactory performance.
- Evidence of international football logistics, national team services, training camp or match organization experience.
- Evidence of supplier networks, international reach, financial capacity and ability to mobilize for urgent assignments.
- Relevant insurance information, where applicable.

6.3 Consortium and partner arrangements

- Identify the consortium lead and responsibilities of each member.
- Provide a consortium agreement or signed letter of intent where applicable.
- Disclose relevant subcontractors and partners and explain accountability and quality controls.

7. SUBMISSION REQUIREMENTS

7.1 Part A – Technical Proposal

The Technical Proposal shall be clearly labelled: “TECHNICAL PROPOSAL - INTERNATIONAL MATCH ORGANIZATION AND NATIONAL TEAMS LOGISTICS AGENCY SERVICES”. It shall include:

1. Signed application letter expressing interest.
2. Legal registration documents and relevant licences.
3. Company profile, organizational structure and relevant experience.
4. Detailed technical methodology and implementation plan.
5. Geographical coverage, supplier network and partner arrangements.
6. Key personnel, CVs, qualifications, relevant experience, roles and availability.
7. Accommodation, catering, transport, training facility and match organization procedures.

8. Quality assurance, risk management, emergency response, safeguarding and data protection procedures.
 9. Reporting, financial reconciliation, supplier verification and performance monitoring procedures.
 10. References and supporting evidence.
 11. Consortium/subcontractor information, where applicable.
 12. Signed declarations and other documents required by the final solicitation.
- The Technical Proposal shall not contain financial prices, fee quotations, commission rates or other financial information intended for the Financial Proposal.

7.2 Part B – Financial Proposal

The Financial Proposal shall be clearly labelled: “FINANCIAL PROPOSAL - INTERNATIONAL MATCH ORGANIZATION AND NATIONAL TEAMS LOGISTICS AGENCY SERVICES”. It shall include:

1. Professional service fee schedule.
2. Management, coordination or administration fees, where applicable.
3. Commissions, mark-ups, rebates and other remuneration arrangements, with calculation basis disclosed.
4. Daily rates, assignment fees or other pricing units, where applicable.
5. Applicable taxes and statutory charges, separately identified.
6. Reimbursable expenses and the approvals required before incurring them.
7. Proposed payment terms, invoicing arrangements and offer validity period.
8. Signed declaration confirming full disclosure of charges and remuneration arrangements.
9. Third-party costs shall be supported by itemized quotations or other verifiable documentation when required for an assignment. The agency's remuneration shall be distinguished from third-party supplier costs to prevent double charging.

8. SUBMISSION FORMAT AND DEADLINE

Applicants shall submit the Technical Proposal and Financial Proposal separately;

- **Physical submission:** place each proposal in a separate clearly labelled sealed envelope, then enclose both in one outer envelope bearing the procurement title and reference number.
- **Electronic submission, if authorized:** submit separate files named “Technical Proposal” and “Financial Proposal” through the official channel stated in the final notice.
- **Submission deadline:** 30/10/2026 at 17:00 Kigali time
- **Submission address/email:** sgoffice@ferwafa.com and cc: procurement@ferwafa.com

Applicants are responsible for ensuring that complete submissions are received through the designated channel before the deadline. Late submissions and clarifications shall be handled in accordance with the applicable procurement rules.

9. EVALUATION METHODOLOGY

Evaluation shall comprise a preliminary examination, detailed technical evaluation and financial evaluation of technically qualified proposals. The combined score shall be 100 points.

Evaluation component	Maximum score	Weight
Technical Proposal	80 points	80%
Financial Proposal	20 points	20%
TOTAL	100 points	100%

9.1 Preliminary examination

FERWAFA shall examine eligibility, mandatory documents, signatures, declarations, licences and consortium information as specified in the final solicitation. Only applicants satisfying applicable mandatory requirements shall proceed to detailed technical evaluation.

9.2 Technical evaluation – 80 points

No.	Technical evaluation criterion	Maximum points
1	Relevant corporate experience in international football logistics, national team services, training camps and match organization	10
2	Proposed methodology and implementation plan, including delivery, coordination, scheduling, supplier sourcing, quality control and monitoring	20
3	Qualifications and experience of key personnel, including Team Leader/Account Manager and Operations/Logistics Coordinator	15
4	Geographical coverage, international supplier network, local partnerships and delivery capacity	10
5	Operational capacity and approach to accommodation, catering, transport, training facilities and match-day logistics	10
6	Friendly-match identification, negotiation strategy, sporting opportunities and coordination of approvals	5
7	Risk management, emergency response, safeguarding and information security	5
8	Reporting, financial reconciliation, transparency and performance monitoring	5
	TOTAL TECHNICAL SCORE	80

Minimum qualifying technical score: 56 out of 80 points (70%).

9.3 Methodology and implementation plan – 20 points

Sub-criterion	Maximum points
Understanding of the assignment and proposed service delivery approach	4
Work planning, mobilization, scheduling and coordination of international missions	4
Supplier sourcing, quotation comparison, negotiation, cost control and value-for-money measures	4
Coordination of accommodation, catering, transport, training facilities and friendly matches	4
Risk management, contingency planning, quality assurance, monitoring and reporting	4
TOTAL	20

Applicants shall explain the procedures they will follow from receipt of an assignment request through planning, approval, implementation, monitoring and post-assignment reporting. Include an illustrative implementation plan showing activity, responsibilities, timelines, approval points and deliverables.

9.4 Key personnel – 15 points

Key personnel criterion	Maximum points
Team Leader/Account Manager: qualifications, relevant experience and assignment management capacity	6
Operations/Logistics Coordinator: international travel, accommodation, transport and camp coordination experience	5
Match Organization/Sporting Coordinator: friendly-match arrangements, opponent coordination and match logistics	2
Availability, role allocation, communication arrangements and continuity of service	2
TOTAL	15

For each proposed key person, applicants shall provide a CV, relevant qualifications, evidence of professional experience, proposed responsibilities, confirmation of availability and professional references where appropriate. One person may perform multiple roles if justified and if sufficient delivery capacity is demonstrated. Replacement of approved key personnel during implementation shall follow the contract's approval procedures.

9.5 Financial evaluation – 20 points

Only proposals achieving at least 56 out of 80 technical points and satisfying applicable mandatory requirements shall proceed to financial evaluation. The financial proposals shall be checked for completeness, arithmetic accuracy, taxes, fee transparency, pricing consistency and compliance.

$$\text{Financial Score} = (\text{Lowest Evaluated Compliant Offer} \div \text{Offer Under Evaluation}) \times 20$$

FERWAFA shall define a common pricing schedule or representative evaluation basket in the final solicitation to enable fair comparison of variable assignment costs. The basis shall specify how service fees, commissions, taxes and variable third-party costs are treated. Abnormally low or inconsistent offers may be examined in accordance with applicable rules.

9.6 Combined score and ranking

$$\text{Combined Score} = \text{Technical Score (out of 80)} + \text{Financial Score (out of 20)}$$

Applicants shall be ranked in descending order of their combined scores. The highest-ranked applicant that satisfies all qualification and compliance requirements may be recommended for award, subject to required approvals and finalization of the framework agreement. Any tie-breaking method shall be stated in the solicitation before the submission deadline.

The evaluation committee shall use a consistent scoring guide established before evaluation, document its findings and scores, and verify references and submitted information as permitted by procurement rules.

10. FRAMEWORK AGREEMENT AND CONTRACT MANAGEMENT

The framework agreement shall define the parties' rights and obligations, including:

- Framework duration, non-exclusive nature and work-order procedure.
- Service standards, deliverables, response times and performance indicators.
- Fee schedules, taxes, payment, invoicing and financial reconciliation.
- Supplier quotation requirements, rebates, commissions and disclosure of third-party benefits.
- Confidentiality, data protection, safeguarding and conflict-of-interest controls.
- Insurance, liability, indemnification and subcontractor responsibility, as applicable.
- Cancellations, refunds, service failures and emergency arrangements.
- Reporting, monitoring, audit rights, record retention, dispute resolution and termination.

No assignment shall commence, and no expenditure shall be incurred on FERWAFA's behalf, without the required written approval and applicable work order.

11. CONFIDENTIALITY AND DATA PROTECTION

The selected agency shall treat non-public information received from FERWAFA as confidential and use it only for authorized purposes. Passport, health, travel and other personal information shall be handled securely and shared only with authorized parties who need it for legitimate

operational purposes. The agency shall promptly notify FERWAFA of any suspected unauthorized disclosure, loss or misuse and cooperate with reasonable remedial measures.

12. RESERVATION OF RIGHTS

Subject to applicable procurement rules, FERWAFA reserves the right to verify submitted information, request clarifications, reject non-responsive proposals, cancel the procurement where justified and legally permitted, and accept or reject proposals in accordance with the applicable procedures. Submission of an EOI or proposal creates no contractual obligation until required approvals are obtained and a written agreement is duly executed.

13. APPLICANT SUBMISSION CHECKLIST

Technical Proposal checklist	Financial Proposal checklist
☐ Signed application letter	☐ Professional service fee schedule
☐ Registration and licenses	☐ Management/coordination fees, if applicable
☐ Company profile and experience	☐ Commissions, mark-ups and rebates disclosed
☐ Methodology and implementation plan	☐ Taxes and statutory charges identified
☐ Geographic coverage and partner network	☐ Reimbursable expenses and approval conditions
☐ Key personnel CVs and qualifications	☐ Payment terms and offer validity
☐ Risk, safeguarding and data protection procedures	☐ Signed financial declaration
☐ Reporting and quality assurance procedures	
☐ References and supporting evidence	
☐ Consortium documents, where applicable	
☐ Signed declarations	

14. CONTACT AND SUBMISSION INFORMATION

Item	Details
Procuring Entity	Rwanda Football Federation (FERWAFA)
Responsible Unit	Procurement
Address	Remera, next to Amahoro Stadium P.O. Box 2000, Kigali, Rwanda
Email	sgoffice@ferwafa.com and cc: procurement@ferwafa.com
Telephone	0788317879
Procurement Reference	FERWAFA/PROC/01/2026
Submission Deadline	30/10/2026 at 17:00 Kigali time

ISSUED BY: FÉDÉRATION RWANDAISE DE FOOTBALL ASSOCIATION (FERWAFA)

Signed by:

3EF630CC6710468



Bonnie MUGABE
General Secretary