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**Pakistan Football Federation (PFF)  
Request for Proposal (RFP)  
League Ecosystem Development Project**

### **Invitation to Bid:**

Pakistan Football Federation (PFF) invites sealed bids from reputed advisory firms with a minimum of 3 years of experience in legal, technical and financial spheres for the revamp of the league ecosystem in Pakistan and awarding of league operator rights.

1. The complete bidding documents are available from the PFF website at [pff.com.pk](http://pff.com.pk)
2. The PFF will hold a pre-bid conference on 15th July (Monday) at PFF House for prospective bidders that have confirmed their Expression of Interest (EOI) (this can be attended virtually as well) to address any queries and walk through the RFP.
3. The technical proposal/bids, prepared in accordance with the bid documents, must reach the PFF via email at [mail@pff.com.pk](mailto:mail@pff.com.pk) by latest at 11:59 PM on 21th July 2024 (Sunday)
4. Firms that have submitted the technical proposal and have met the eligibility criteria, will be asked to give a presentation (20 minute presentation and 10 minutes for questions) in their technical proposal on 23rd July (Tuesday). Presentations can be given in-person at the PFF House or virtually. PFF will communicate final time regarding this.
5. The financial proposal/bid must reach the PFF office by 2:30 PM on 24th July (Wednesday) in a sealed envelope. The sealed envelopes will be opened in presence of all bidding parties at 3 PM who can send their authorized representatives (not more than two) to attend the financial bid opening at PFF House
6. The PFF reserves the right to cancel or reject any bids/proposals if it does not include all relevant documents, misses any deadline or the bidder fails to meet the eligibility criteria.

#### **PFF Administration Department**

PFF Secretariat, Football House, Opposite Punjab Stadium,  
Ferozpur Road, Lahore, Pakistan  
+92-4299230821-22  
[mail@pff.com.pk](mailto:mail@pff.com.pk)

## Introduction

### Background and Justification

Pakistan Football Federation (PFF' and/or 'Federation'), is an independent Private Organization and is the sole governing body for football, beach soccer, EA Football Sports (FIFA), and Futsal in Pakistan. PFF draws recognition and affiliation from Federation Internationale De Football Association (FIFA), the Asian Football Confederation (AFC) and is recognized by the Pakistan Sports Board (PSB). As a Member Association of FIFA, PFF must consistently adhere to the FIFA Statutes, regulations, directives and decision at all times and is required to ensure the independence of the Federation in all matters without any third party-interference or influence of any kind or of any person, body or authority as the case maybe.

PFF was created on 5 December 1947, after the independence from Great Britain. Quaid-e-Azam Mohammad Ali Jinnah, Pakistan's first leader, became PFF's Patron-in-Chief, and in 1948, PFF became affiliated with the global governing body of football; Fédération Internationale de Football Association (FIFA). It was also one of the founding members of the Asian Football Confederation (AFC) when it was established in 1954 and became a South Asian Football Federation (SAFF) affiliate in 1997.

Football is a widely played sport in Pakistan and has its origins in colonial India, where it was introduced by the British and then taken up by the local population. South Asia itself has a rich football history, with Mohun Bagan being founded in 1889 as one of the oldest clubs in Asia.

Since independence in 1947, football has grown tremendously as a favorite past-time, competitive sport and entertainment that is now enjoyed by all segments of society. Professionalism of the sport is evident now across the world and multiple approaches have been taken by other South Asian countries including Nepal through the Nepal Super League (NSL) and Nepal Martyr's Memorial A-Division League, India through the Indian Super League (ISL), Sri Lanka through the Srilanka Super League (SSL) and Bangladesh through the Bangladesh Premier League (BPL).

Pakistan last held it's top division, the Pakistan Premier League, in the 2018/19 season and the consequent gap of 5 years has seriously dented growth of the game domestically. The PFF aims to revitalize the entire ecosystem including senior men's and women's competitions alongside youth competitions in order to effectively grow football in the longer run.

The PFF also aims to capture the increased commercial growth of football in the country, which is evident from Pakistan's run in the 2026 FIFA World Cup qualifiers, which has seen 48,065 spectators attend three games in Islamabad with an average of 16,021 per game.

Professionally run domestic competitions that encourage investment into football and have long-term financial sustainability is the bedrock of what the PFF envisions alongside key aspects of football development.

## **Description of Work**

Football is the world's most valuable sport holding 34.3% of the total sports media rights worth \$19.183 billion in 2023. Governed globally by FIFA with 211 national associations, each respective member has its own domestic leagues that drive employment for stakeholders such as players, coaches, administrators and referees while delivering socio-economic impact.

PFF as the national association for Pakistan aims to develop a league model on global lines that delivers value to the stakeholders and ensures financial sustainability while meeting football requirements such as but not limited to a tiered pyramid, club licensing requirements for the Asian Football Confederation (AFC) and driving fresh investment into the game.

Considering the national importance of this task, the PFF is engaging highly qualified and competent advisory firms that can conduct research, formalize the league model and its finances as well as handle the bid process on an end-to-end basis to engage a league operator for all mentioned areas.

### **Objective:**

1. To conduct research, identify the audience potential and establish the commercial case for football in Pakistan
2. To develop the league business model and financials in a manner that provides value to all stakeholders and ensures financial sustainability
3. To manage the bid process, conduct roadshows and select the league operator, who will operate the league on the behalf of the PFF

### **Key Stakeholders:**

The project aims to deliver value to the following stakeholders, which are integral to football in Pakistan.

1. Fans
2. Government
3. Players
4. Coaches
5. Referees
6. PFF
7. Media
8. Clubs

## Scope of Work

Serial Number	Description of the Services to be Performed	Timeline
1	<b>Audience &amp; Commercial Research for football in Pakistan</b>	
	<p><b>A. Audience Research</b></p> <ol style="list-style-type: none"> <li>1. Identifying the audience that watches, engages and plays football in Pakistan.</li> <li>2. The audience should be segmented into both psychographics and demographics that that help understand the profile of a football fan in Pakistan</li> <li>3. Identify key pain points for the football audience</li> <li>4. The firm should focus on secondary research for this section with minimal primary research</li> <li>5. Shortlisted firms must demonstrate their approach to research with clearly defined methodologies</li> <li>6. Shortlisted firms must have in-house research capabilities or a partnership/access with a reputed research company</li> <li>7. In case of a partnership/access with a research company, this must be disclosed with the technical proposal with relevant details</li> </ol> <p style="text-align: center;"><b>Deliverable: Report on Pakistan’s Football Audience</b></p> <p><b>B. Commercial Research</b></p> <ol style="list-style-type: none"> <li>1. Identifying the commercial potential for football in Pakistan with respect to partnerships, match day revenue and broadcast income</li> <li>2. Outline key data points (quantitative) that support the commercial case for a football league in Pakistan</li> <li>3. The firm should derive this from secondary research only</li> </ol> <p style="text-align: center;"><b>Deliverable: Key data points for commercialisation football in Pakistan</b></p> <p><b>C. Stakeholder Research</b></p> <ol style="list-style-type: none"> <li>1. Conduct stakeholder research for players, coaches, referees and clubs to understand pain points and identify potential issues</li> <li>2. Conduct a minimum of one (1x) stakeholder research workshop (virtual)</li> <li>3. Generate qualitative and quantitative data to gain stakeholder sentiments</li> </ol> <p style="text-align: center;"><b>Deliverable: Survey Results from Stakeholders</b></p>	<p><b>30 Days</b></p>

	<p>The PFF expects the shortlisted firms to deliver this work in conjunction with the 2nd deliverable of the project and as such, the 30 day timeline will run together. Subsequently, the PFF also expects the shortlisted firms to have sufficient resources available to execute both simultaneously.</p> <p>Both the above should be delivered together through a formal in-person presentation to the PFF alongside a slidedeck/report that covers the entire scope of the above work. The rights to this research will be held by the PFF and cannot be replicated, resold or reused without written permission.</p>	
2	<b>Develop the League ecosystem and model in Pakistan</b>	
	<p><b>A. Men’s Senior League</b></p> <ol style="list-style-type: none"> <li>1. Work with the PFF (Subject Matter Expert) to identify and develop the league model best suited to Pakistan’s football requirements</li> <li>2. Ensure that the league ecosystem/structure has a tiered pyramid and has relegation/promotion between the structures</li> <li>3. Develop a model that brings in new investors for football clubs/teams</li> <li>4. Ensure that that the league structure is financially sustainable in the long-run</li> <li>5. Build a commercial model that takes football clubs throughout Pakistan on a path to professionalism and financial growth</li> <li>6. Ensure that clubs are able to meet AFC Club Licencing requirements for the AFC Challenge League on an immediate basis while building a roadmap to meet AFC Champions League 2 requirements</li> <li>7. Ensure clubs have long-term youth and grassroots programs and take part in all PFF age-group competitions</li> <li>8. Ensure clubs have a women’s program in place and take part in all PFF women’s competitions</li> <li>9. Develop the financial model for the league and the league operator</li> </ol> <p style="text-align: center;"><b>Deliverable: League model in documented form with financials</b></p> <p><b>B. Women’s Senior League</b></p> <ol style="list-style-type: none"> <li>1. Work with the PFF to identify and build a league model that is best suited to all stakeholders</li> <li>2. Develop the financial model for the league and the league operator</li> </ol> <p style="text-align: center;"><b>Deliverable: League model in documented form with financials</b></p> <p><b>C. Men’s Futsal League</b></p> <ol style="list-style-type: none"> <li>1. Work with the PFF to identify and build a league model that is best suited to all stakeholders</li> </ol>	30 Days

	<p>2. Develop the financial model for the league and the league operator</p> <p><b>Deliverable: League model in documented form with financials</b></p> <p><b>D. Women’s Futsal League</b></p> <ol style="list-style-type: none"> <li>1. Work with the PFF to identify and build a league model that is best suited to all stakeholders</li> <li>2. Develop the financial model for the league and the league operator</li> </ol> <p><b>Deliverable: League model in documented form with financials</b></p> <p>The PFF expects the advisory firm to work on the above deliverables and complete them in a joint-timeline with the 1st deliverable (Research).</p> <p>The above should be delivered together through a formal in-person presentation to the PFF alongside a slidedeck/report that covers the entire scope of the above work</p>	
3	<p><b>League Operator Bid Management and Roadshows</b></p>	
	<p><b>A. Design and Development of the League Operator Model</b></p> <ol style="list-style-type: none"> <li>1. Analyze, design and build the league operator model for the Senior Men’s Competitions including operations and financials</li> <li>2. Develop league operator models for Women’s Senior, Male and Female Futsal Competitions</li> </ol> <p><b>Deliverable: League Operator Models with financials in a pitch-deck format</b></p> <p><b>B. Conduct Roadshows for the League Operator Model</b></p> <ol style="list-style-type: none"> <li>1. Conduct and manage end-to-end roadshows for the League operator model</li> <li>2. Roadshows to be conducted in Pakistan, United Arab Emirates (UAE) and Saudi Arabia with a minimum of one (1x) in each country</li> </ol> <p><b>Deliverable: 3x roadshows in in Pakistan, UAE and Saudi Arabia</b></p> <p><b>C. Bid Process Management</b></p> <ol style="list-style-type: none"> <li>1. Design the bidding process for the league operators while maintaining highest standards of governance</li> <li>2. Conduct the entire bidding process</li> <li>3. Evaluate and award the winning bid</li> </ol> <p><b>Deliverable: Successful award to competent league operators for all 3 areas</b></p> <p>The PFF has designed this process to manage the league ecosystem in Pakistan, especially at senior’s men level to drive maximum commercial and stakeholder value. Therefore, the successful management of the bid process and selection of</p>	60 Days

	the winning bid will be an important Key Performance Indicator (KPI) at a contractual and delivery stage of the project.	
	<b>Project Timeline</b>	90 days

**Required Expertise:**

1. The firm must have a minimum of 3 years of experience with business and financial advisory. Prior experience with sports, especially football, will be considered as a major advantage
2. The firm must be able to demonstrate their experience with projects of a similar nature (can be non-sports) and complexity
3. The firm must be able to complete all aspects of the project including research, league financial modeling and bid process management for the league operator
4. The firm will need to mobilize quickly with respect to the timeline and will need to give a detailed plan before commencing work

**Plan of Work and Reporting:**

The firm will be responsible for sharing a detailed plan in advance and setting milestones that meet the required timeline by the PFF. The firm will be supervised by the PFF and will work in close coordination with the nominated focal person at PFF.

**Instructions to Bidders:**

PFF is inviting sealed bids from experienced firms that fulfill the eligibility criteria for the 'League Ecosystem Development Project', as per terms and conditions stipulated below:

In addition to invitation to bids and instructions to bidders, the following documents shall form an integral part of the bid documents:

1. General terms & Conditions - Annexure I
2. Bid Application Form - Annexure II
3. Company General Information Form - Annexure III
4. Company Financial Form - Annexure IV
5. Financial Bid - Annexure V
6. Affidavit of Non-Challenge in Bidding Process - Annexure VI



**1. Bidding Procedure:** The bidding procedure will involve the following steps:

- First Stage: Firms will submit the technical proposal to be evaluated by the PFF
- Second Stage: Firms will submit the financial proposal in a sealed envelope and the envelopes will be opened in the presence of all bidding parties.

## **2. Preparation of Bids**

### **A. Technical Proposal**

The firm needs to include the following documents with their technical proposal. Any documents missing from the bid will lead to automatic disqualification from the procedure.

- a. Bid Application Form
- b. Company General Information Form
- c. Company Financial Form
- d. Affidavit of Non-Challenge in Bidding Process
- e. List of personnel or resources for the project along with relevant experiences
- f. Annual financial statements duly audited by chartered accountants along with income tax returns for the last three years
- g. A copy of the National Tax/ Sales Tax registration certificate/ registration and/ or incorporation certificate

### **B. Financial Proposal**

- a. The firms meeting the eligibility criteria and the technical proposal requirement, shall submit a financial proposal outlining their charges for the project
- b. The firm shall fill out and submit the financial bid form (Annexure V)

### **C. Format and Signing of Bids**

- a. The complete bid (technical and financial) cannot be changed or altered once submitted
- b. Each bidder may only submit one bid
- c. If a firm is a part of one bid through a partnership or otherwise, it will be counted as a single bid submission. Such a firm cannot submit another bid
- d. The firm cannot withdraw their bid once submitted and a submitted bid will be considered as legally binding
- e. The technical proposal of the bid can be sent to the PFF via email at the mentioned deadline
- f. The financial proposal will need to reach the PFF Office by physical form on the mentioned deadline in a sealed envelope and will be opened in the same day at the mentioned time (please see invitation to bid for specific details)
- g. The PFF will reserve the rights to accept or cancel any bids that do not meet the specified criteria for the firms

#### **D. Bid Opening and Evaluation**

- a. The authorized committee of the PFF will open the bids in the presence of the bidders or their representatives who choose to attend on date, time and venue mentioned in invitation to bids section
- b. Technical proposals of those firms who do not fulfill the minimum qualification/ eligibility criteria as per bidding document shall be rejected and their financial proposals shall be returned unopened
- c. Financial proposals of technically qualified firms will be opened on date, time and venue as communicated in the bid documents
- d. To assist in the examination, evaluation and comparison of Bids. the PFF, at its discretion, ask the bidder for a clarification of its bid. The request for clarification and the response shall be in email
- e. The factors to be considered shall include but not be limited to: Experience, creativeness, innovation, methodology, financial capacity and technical capability of the bidder. Each Firm will be graded on the technical proposal on the basis of the following:
  - i. General Information / Company details
  - ii. Innovativeness, methodology, work plan and milestones
  - iii. Similar assignments both in terms of nature of work and complexity
  - iv. Financial capacity
  - v. Key Personals to be assigned to the Project

### Bid Evaluation Criteria

Serial Number	Evaluation Parameter	Marks
1	Company Profile	3 Marks
2	Proposed plan to achieve the project deliverables	35 Marks
3	<p>Number of years of experience in business and financial advisory with public or private sectors:</p> <p>a. Upto 3 years (1 marks), 5-10 years (2 marks), &gt; 12 years (3 marks)</p> <p>b. Sports Industry Experience (2 marks)</p>	5 Marks
4	<p>Organizational capacity of the firm with regards to available resources:</p> <p>a. Permanent technical and managerial staff having relevant qualifications &amp; experience (0-5 marks depending on number of qualified staff)</p> <p>b. Research capabilities defined through in-house staff or outside partnership (2 Marks)</p>	7 Marks
5	<p>Overall Annual Turnover during the last 3 years. Supported with Audited Accounts and / or Tax Returns:</p> <p>a) Less than 20 million (1 Marks)</p> <p>b) 20 to 39 million (3 Marks)</p> <p>c) 40 million and above (5 Marks)</p>	5 Marks
6	<p>Availability of capital sufficient for Assignment (last 3 years bank statement) (amount in PKR)</p> <p>a) &lt;= 39 million (2 Marks), 40-79 million (3 Marks) &gt;= 80 million (4 Marks)</p> <p>c) Current Active Taxpayers List Certificate (1 Mark)</p>	5 Marks
7	<p>Key Persons /Professionals dedicated/assigned to the Project:</p> <p>a) Number of personnel (4 Marks)</p> <p>b) Experience of assigned personnel (3 Marks)</p> <p>c) Qualification of assigned personnel (3 Marks).</p>	10 Marks
	<b>Total Marks for Technical Proposal</b>	<b>70</b>

<b>Serial Number</b>	<b>Evaluation Parameter</b>	<b>Marks</b>
1	Lowest Top Three Firms in terms of Financial Proposal (in descending order)	30-28 marks
2	Lowest Firm Top Four to Six in terms of Financial Proposal (in descending order)	27-25 Marks
3	Lowest Firm Top Seven and Beyond in terms of Financial Proposal (in descending order)	20 Marks
	<b>Total Marks for Financial Proposal</b>	<b>30</b>

**E. Bid Validity**

- a. The bids shall remain valid and open for acceptance for a period of Thirty Days (30) after the date of bid opening

**F. Eligibility of the Bidders:**

- a. The bidder must possess valid registration under Sales & Income Tax Authorities including where relevant SECP or any other government authority local, provincial or federal, Relevant Provincial Tax Authorities if operational in a province and with other relevant bodies where applicable. If the company is based outside of Pakistan, relevant registration documents should be provided to that effect.
- b. The bidders under a declaration of ineligibility for corrupt and fraudulent practices issued by any Government (Federal, Provincial or Local) or a public sector organization are not eligible
- c. Any firm that is or has been associated with projects or entities that are deemed to be illegal by the PFF
- d. The bidder should not be involved in any active litigation with any government department.
- e. The Firm should have a minimum of 3 years of experience in business and financial advisory
- f. The bidder must be active on FBR's active taxpayer's list. If the company is based abroad, relevant tax registration should be provided (a certificate in either case to this effect shall be provided)
- g. Each bidding firm must score a minimum of 45 marks in the Technical Proposal to be eligible for a financial bid

**G. Financial bids: Opening, Clarification and Evaluation :**

- a. The PFF will open the financial bids of technically qualified firms, in the presence of bidders' representatives who choose to attend, at the time, date and location intimated in the Invitation to Bid section
- b. To assist in the examination, evaluation and comparison of Bids the PFF may, at its discretion, ask the bidder for a clarification of its Bid. The request for clarification and the response shall be in writing and no change in the price or substance of the Bid shall be sought, offered or permitted
- c. Arithmetical errors will be rectified on the following basis:
  - i. If there is a discrepancy between the unit price and total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected.
  - ii. If there is a discrepancy between the words and figures the amount in words shall prevail.
  - iii. If there is a discrepancy between the Total Bid price entered in Form of Bid and the total shown in the Summary Prices, the amount stated in the Form of Bid will be corrected by the PFF in accordance with the Schedule of Prices-Summary.
  - iv. If the bidder does not accept the corrected amount of Bid, their Bid will be rejected
  - v. A Bid determined as substantially non-responsive will be rejected and will not subsequently be made responsive by the bidder by correction of the nonconformity.
  - vi. Any minor informality or non-conformity or irregularity in a Bid which does not constitute a material deviation may be waived by PFF, provided such waiver does not prejudice or affect the relative ranking of any other bidders.
  - vii. The lowest evaluated bid shall be determined on the basis of 60% technical score and 40% financial score and the bidder securing the highest combined score in technical bid and financial bid shall be the successful bidder.

## **Annexure I: General Terms and Conditions**

### **1. Clarification of Bidding Documents**

- a. A prospective bidder requiring any clarification(s) in respect of the Bidding Documents may notify the PFF at the provided email address
- b. The PFF will respond to any request for clarification which it receives earlier than three (3) days prior to the deadline for the submission of Bids. Copies of the PFF's response will be forwarded to all prospective bidders, who have confirmed their Expression of Interest (EOI) by the mentioned deadline, at least three (3) days prior to the deadline for submission of Bids.

### **2. Amendment of Bidding Documents**

- a. At any time prior to the deadline for submission of Bids, the PFF may, for any reason, whether at their own initiative or in response to a clarification requested by a prospective bidder, modify the Bidding Documents by issuing addendum.
- b. Any addendum thus issued shall be part of the Bidding Documents and shall be communicated in writing via email to all firms who have confirmed submitted their Expression of Interest by the mentioned deadline. Prospective bidders shall acknowledge receipt of each addendum in writing via email to the PFF
- c. To afford prospective bidders reasonable time in which to take an addendum into account in preparing their Bids, the PFF may at its discretion extend the deadline for submission of Bids.

### **3. Proposal Price Quote**

- a. The firms/ companies shall quote their rates against complete services/ project deliverables with cost breakdown of each component separately in Pak Rupees.
- b. Evaluation of financial proposals shall be based on total price to determine the lowest evaluated bid as per evaluation criteria.
- c. All rates quoted by the firms must include all applicable taxes.
- d. No revision of rates on any account will be admissible during the period of contract
- e. Rate should be quoted in Pak Rupees.
- f. The bidders shall bear all costs associated with the preparation and submission of their bids.

#### **4. Liquidated Damages**

- a. In case the bidder fails to execute the contract in accordance with the terms and conditions laid down in the tender document, penalty @ 0.5% of the total cost per day maximum up to 10% of the total value of order will be imposed.
- b. The quality of services will be inspected by the PFF and if at any time any deviation from the approved specifications/ scope of work was found, the PFF will not be responsible for non-acceptance of any such work/ service/ supply of inferior quality.

#### **5. Process to be Confidential**

- a. No bidder shall contact the PFF on any matter relating to its Bid from the time of the Bid opening to the time of bid evaluation result is announced by the PFF. The announcement to all bidders will comprise reading out prices of all the opened financial bids at the time of opening.
- b. Any effort by a bidder to influence the PFF in the Bid evaluation, Bid comparison or Contract Award decisions may result in the rejection of their Bid.
- c. Whereas, any bidder feeling aggrieved may lodge a written complaint not later than One (1) day after the announcement of the bid evaluation result, however, mere fact of lodging a complaint shall not warrant suspension of the procurement process.
- d. Complaints will be addressed by the PFF League Committee and any decision taken will be deemed as final and legally binding

#### **6. Post Qualification**

- a. The PFF, at any stage of the bid evaluation, having credible reasons for or prima facie evidence of any defect in bidder's capacities, may require the suppliers or bidders to provide information concerning their professional, technical, financial, legal or managerial competence whether already pre-qualified or not.
- b. Provided that such qualification shall only be laid down after recording reasons therefore in writing.
- c. The determination will take into account the bidder's financial and technical capabilities. It will be based upon an examination of the documentary evidence of the bidders' qualifications submitted, as well as such other information required in the Bidding Documents.

#### **7. Award Criteria & PFF's Right**

- a. Subject to Clause 6, the PFF will award the Contract to the bidder whose bid has been determined to be substantially responsive to the Bidding Documents and who's bid is the lowest evaluated Bid, provided that such bidder has been

determined to be qualified to satisfactory perform the Contract in accordance with the provisions of Clause 8.

- b. The PFF reserves the right to accept or reject any bid, and to annul the bidding process and reject all bids, at any time prior to award of Contract, without thereby incurring any liability to the affected bidders or any obligation to inform the affected bidders of the grounds for the PFF's action except that the grounds for its rejection of all bids shall upon request be communicated, to any bidder who submitted a bid, without justification of the grounds. Notice of the rejection of all the bids shall be given promptly to all the bidders.
- c. If bids received are technically qualified but their financial bids have been deemed as too high for the PFF, the PFF will give the three (3) lowest financial bids thirty (30) minutes to revise their financial bid on the day of the financial bid opening to quote a second price.
- d. In case the PFF does not receive technically qualified bids that meet the financial requirements, the PFF reserves the right to conduct a closed bidding process and select an advisory firm on its own.

#### **8. Notification of Award & Signing of Contract Agreement**

- a. Prior to expiration of the period of bid validity prescribed by the PFF, the PFF will notify the successful bidder in writing via email that their bid has been accepted.
- b. The formal Agreement between the PFF and the successful bidder shall be executed within two (2) days upon acceptance of the bid

#### **9. Suspension and Termination:**

- a. The firm will give immediate notice in writing to the PFF of any situation arising from force majeure which makes it impracticable to carry out any of the agreed terms. The firm and the PFF will then agree on a suitable course of action. If the force majeure situation continues for more than 90 days, PFF may terminate the agreement by giving written notice to the other party.
- b. The PFF may suspend the performance of any or all of the agreed terms and conditions by giving one month's notice in writing to the firm.
- c. In case of any dispute, the decision of the PFF shall be final and binding.
- d. The decision of the PFF regarding the acceptance or rejection of the bid shall be final and binding, and shall not be subject to challenge in any court. Bidding companies/firms are required to submit an affidavit attesting to this provision as outlined in Annexure-VI



**10. Mode of Payment:**

- a. 100% payment will be made to the company/ firm through cross cheque within one month after completion of work/ receipt of invoice/ bills
- b. No advance payment will be made to the firm
- c. The firm may build milestones to divide the project's financials, however, these shall not be more than three (3) and the PFF shall not make any advance payment for any milestone.
- d. The PFF shall deduct all admissible taxes under rules prescribed by the Government from time to time

## **Annexure II: Letter of Application**

**Registered Business Name:**

**Registered Business Address:**

**Telephone:**

**Email:**

**Mobile Phone:**

To:

**League Committee,  
Pakistan Football Federation (PFF),  
Lahore**

### **SUBMISSION OF PROPOSAL**

Dear Sir/Madam,

1. We hereby submit Technical Proposal & Financial Proposal for evaluation with the Pakistan Football Federation (PFF) for provision of services for Development of the league ecosystem in Pakistan.

2. I / We Authorize PFF or its authorized representatives to conduct any investigations and to verify the statements, documents and information submitted and to clarify the aspects of this application from any person, bank department, agency or firm.

3. I/ We declare that:

i. The statements made and the information provided in the documents is complete, true and correct in every detail.

ii. This firm has never been black listed by any Government Department, Semi Government Authority or Private Company or Corporation and not involved in litigation/ arbitration with any client.

iii. This firm accepts the terms and conditions as outlined by the PFF for the bid with the Request for Proposal (RFP) document.

iv. This firm is not and has not in the past engaged with any projects or entities deemed illegal by the PFF.

**Respectfully,**

**Name/ Designation:**

**Authorized representative:**

**Date:**

### **Annexure III: Company General Information**

1. Name of the Company / Firm: \_\_\_\_\_
2. Nature of the Company: Limited/ proprietorship: \_\_\_\_\_
3. Year of Establishment in case of Partnership /Proprietorship: \_\_\_\_\_
4. Year of incorporation, in case of Private Limited Company: \_\_\_\_\_
5. Please enclose copy of certificate from Registrar of Firms in case of
  - a. Partnership/ Proprietorship.
  - b. Copy of incorporation Certificate, in case of Private Limited Company.
6. Office Address: \_\_\_\_\_
7. Email: \_\_\_\_\_
8. Mobile: \_\_\_\_\_
9. Branch Office(s) address (if any): \_\_\_\_\_
10. Name of Company Authorized Representative: (State name and position of your nominated representative to be addressed in future communication): \_\_\_\_\_

**Annexure IV: Financial Data**

Firm/Company must be able to demonstrate they have sufficient economic and financial means to fully guarantee finance and execute the assignment during the period of the contract.

1.	Name of the Firm:
2.	National Tax Number:
3	Income Tax Paid in Last 3 Years: Year 1: _____ Year 2: _____ Year 3: _____
4	Overall Annual Turnover in Last 3 Years: Year 1: _____ Year 2: _____ Year 3: _____
5	Sales Tax Registration Number:
6	Litigation / Arbitration Information  Please include any information about any litigation or arbitration entered with any employer in the past or currently:

## Annexure V: Financial Bid

Please submit in a printed form with a sealed envelope marked as 'Financial Bid'

**Registered Business Name:**

**Authorized Representative:**

**Contact Number:**

### A - Summary Bid Price

Serial Number	Description	Total Amount (PKR)
1	League Ecosystem Development Project	
Total Amount in Words:		

### B - Summary Breakdown

Serial Number	Description	Timeline	Total Amount (PKR)
1	Audience, Stakeholder and Commercial Research	30 Days	
2	League ecosystem modeling including financials	30 Days	
3	Bid process management for League Operator including Roadshows	60 Days	
Total Amount in PKR:			
Total Amount in Words:			

**Signature and Stamp of Company / Authorized Representative**

## **Annexure VI - Affidavit: Affidavit of Non-Challenge in Bidding Process**

I, [Your Full Name], currently residing at [Your Address], do hereby solemnly affirm and declare as follows:

1. I am duly authorized to represent [Firm Name], hereinafter referred to as "the Firm," in all matters related to the bidding process conducted by the Pakistan Football Federation, hereinafter referred to as "PFF."
2. The Firm acknowledges and understands that participation in the bidding process organized by the PFF is voluntary and that any decision to participate is made with full knowledge and understanding of the terms and conditions set forth in the bidding documents.
3. The Firm hereby solemnly declares that it shall not challenge the bidding process conducted by the PFF in any court of law, tribunal, or any other legal forum, whether in Pakistan or any other jurisdiction.
4. The Firm acknowledges that the decision of the PFF regarding the bidding process, including but not limited to the selection of the winning bid, is final and binding. The Firm agrees to abide by the decision of the PFF without recourse to any legal challenge or dispute resolution mechanism.
5. The Firm further undertakes to cooperate fully with the PFF during the bidding process and to provide all necessary information, documents, and clarifications as requested by the PFF in a timely manner.
6. This affidavit is made voluntarily and without any duress, coercion, or undue influence. The Firm understands the legal implications of this affidavit and affirms that the statements made herein are true and correct to the best of its knowledge and belief.
7. The Firm agrees that this affidavit shall remain valid and binding throughout the duration of the bidding process and for a period thereafter as may be specified by the PFF.

IN WITNESS WHEREOF, I have hereunto set my hand and seal on this [Date] day of [Month], [Year].

**Signature:** \_\_\_\_\_

**Name:** [Your Full Name]

**Position:** [Your Position in the Firm]

**Firm Name: [Firm Name]**

**Sworn and subscribed before me this [Date] day of [Month], [Year].**

**Signature of Notary Public: \_\_\_\_\_**

**Name of Notary Public: [Notary Public's Name]**

**Notary Public Seal: [Notary Public Seal]**

**Signature and Stamp of Company / Authorized Representative**