ANNEXE 7

EVALUATION FRAMEWORK

1. Purpose and Scope

1.1. This Annexe sets out the Evaluation Framework to be applied by the CAF Advisory Committee on behalf of CAF in assessing bids submitted in response to the ITT for the appointment of one or more Commercial Rights Partners in respect of the AFCON 2028, AFCON 2032 and AFCON 2036 editions.

1.2. This framework is intended to:

1.2.1. determine whether a bid satisfies the mandatory requirements of the ITT;

1.2.2. enable compliant bids to be compared on a consistent and evidence-based basis; and

1.2.3. support CAF in identifying the bid or bids that provide the best overall outcome for CAF.

1.3. This framework is capable of being applied to different bid structures proposed by bidders. However, all bids, regardless of structure, must satisfy the mandatory requirements of the ITT.

2. Objectives of the Evaluation Framework

2.1. The objective of this Evaluation Framework is to support CAF in appointing one or more Commercial Rights Partners that deliver the best overall commercial outcome for CAF in respect of AFCON 2028, AFCON 2032 and AFCON 2036, while protecting CAF’s ownership of, and control over, the Commercial Rights and ensuring compliance with CAF Regulations, FIFA Regulations and CAF’s undertakings to the CCCC.

2.2. In applying this framework, CAF will seek to identify the bidder or bidders that demonstrate the strongest combination of:

2.2.1. financial value and certainty;

2.2.2. financial security and bankability;

2.2.3. commercial capability and delivery credibility;

2.2.4. ability to operate within CAF’s governance and approval framework; and

2.2.5. strategic fit with CAF’s objectives.

2.3. The Evaluation Framework is further intended to promote competitive excellence among bidders, encourage innovation and investment in the commercialisation of African football, and increase the likelihood that the appointed Commercial Rights Partners are well-prepared to meet the financial, commercial, operational and reputational demands of servicing Africa's premier football competition.

2.4. In applying this framework, CAF may have regard to bespoke proposed partnership models, provided always that they remain consistent with CAF's continuing ownership of the Commercial Rights and are presented with sufficient clarity, transparency and detail to permit proper evaluation on a reasonably comparable basis. Bespoke bids must still provide baseline comparable disclosure covering the evaluation criteria set out in this Annexe. A lack of clarity, transparency or substantiation may be taken into account adversely in the evaluation and may result in the bid being rejected or marked down, as applicable.

2.5. The final decision on the appointment of one or more Commercial Rights Partners rests with the CAF EXCO, informed by the evaluation carried out under this framework and any objective, evidence-based Bid Assessment Report prepared for that purpose.

3. Gating requirements

3.1. Before any scored evaluation takes place, each bid will be assessed against the mandatory admissibility and gating requirements set out below. A bid that does not satisfy those requirements may be rejected without further evaluation:

No.	Gating requirement
Acceptance and scope	
1	**Acceptance of the ITT framework.** Acceptance of the provisions, procedures, terms and conditions of the ITT, including: • CAF's continuing ownership of the Commercial Rights • CAF's governance, approval, audit, reporting, step-in and termination rights; and • the requirement that the bidder's proposed structure must operate within CAF's control framework, or where there is a departure, a clearly articulated alternative structure that the bidder believes delivers equivalent or superior protections and operational controls, is capable of evaluation against this Evaluation Framework, and is acceptable to CAF.
2	**Scope of bid.** The bid covers at least one complete edition, being AFCON 2028, AFCON 2032 or AFCON 2036 (Qualifiers and Finals), and is submitted using the bidding form at Annexe 2.
3	**Minimum guaranteed payment.** The bid includes a minimum guaranteed amount or fixed rights fee payable to CAF, to be paid in instalments at regular intervals throughout the Proposed Partnership Duration.
4	**Core financial compliance.** All elements of the financial package are denominated in USD or EUR, are expressed clearly, and comply with the tax requirements of the ITT.
5	**Financial guarantee.** The bid includes acceptable financial guarantee in accordance with Section 5.4 of the ITT, or sufficient information to enable CAF to assess the adequacy, enforceability and reliability of the financial guarantee proposed.
Submission formalities	
6	**Form**. The bid is submitted in English, or in French accompanied by a certified English translation, is delivered to the prescribed email addresses in the prescribed form, is received by CAF by the Bid Submission Deadline, and is signed by authorised signatories with evidence of authority.
7	**Bid accuracy and binding status.** The bid includes a warranty that the information provided is complete, accurate and not misleading, and acknowledges that the bid is irrevocable and binding until released by CAF in writing.
Integrity and independence	
8	**Integrity, KYC and relevant interests.** The bidder has submitted a duly completed and executed Due Diligence, KYC and Relevant Interests Declaration in the form set out in Annexe 6, together with the disclosures required by the ITT.
9	**Host Country Process and independence disclosures.** The bidder has disclosed any involvement in the Host Country Process and any relevant interests, conflicts or overlaps, together with any mitigation measures relied upon.

No.	Gating requirement	
10	**Anti-collusion and process integrity.** The bid includes the warranties required by the ITT as to independence, good faith, absence of collusion and absence of improper influence.	
11	**Confidentiality and dispute framework.** Acceptance of the confidentiality obligations and the governing law and arbitration provisions of the ITT.	
Conditional requirements		
12	***If the bid is a joint bid.***	The bidders demonstrate that the joint bid objectively assists CAF in achieving its objectives and complies with applicable competition laws.
13	***If the proposed duration exceeds four years.***	Specification of the matters required by the overview section of the ITT, including fallback position if CCCC approval is not granted for a duration exceeding four years, applicable adjustments, and consumer welfare justification.
14	**Other mandatory submission requirements.** Compliance with all other mandatory requirements identified in the ITT.	

4. Evaluation criteria and indicative weightings

4.1. Bids that satisfy the gating requirements shall be evaluated against the fifteen evaluation criteria set out below, organised into four groupings reflecting their relative role in the overall assessment. The criteria and their indicative weightings are as follows:

No.	Evaluation criteria	Indicative weighting
Financial package		**45%**
1	Secured financial value to CAF	15%
2	Commercial viability and incentive alignment of the proposed commercial model to maximise the Commercial Rights	10%
3	Transparency and substantiation of financial projections	8%
4	Other financial terms	4%
5	Financial guarantee adequacy and enforceability	8%
Capability and delivery		**30%**
6	Expertise, skill and standing	8%
7	Commercial strategy and AFCON promotion	8%
8	Audience, distribution and coverage maximisation	6%
9	Viewer and visitor experience enhancement	3%
10	Service delivery model, partnership quality and capability	5%
Structure, compliance and risk		**15%**
11	Practicality of governance and operational efficiency with CAF	8%
12	Term, territory and exclusivity proposal	3%
13	Bid compatibility and multi-bidder fit	2%
14	Integrity, independence and disclosure	2%
Contribution to African football development and CAF strategic objectives		**10%**
15A	African ecosystem development	3%
15B	Skills transfer	3%
15C	Grassroots/development investment	2%
15D	ESG and best-practice alignment	2%
	Total	**100%**

4.2. The indicative weightings reflect CAF's current assessment of the relative importance of the evaluation criteria. CAF may adjust those weightings before completion of the evaluation process, provided that any such adjustment is applied consistently.

4.3. In applying the evaluation criteria to bids submitted on different structural or commercial bases, CAF shall assess the substance, commercial effect and practical workability of each proposal. The indicative weightings shall be applied in a manner that permits fair and evidence-based assessment across any business model proposed. No bid shall receive an inherent advantage or disadvantage solely because it presents a bespoke business model. However, bids that are insufficiently clear, transparent or substantiated to permit proper evaluation may be marked down accordingly.

4.4. The four evaluation groupings referenced in the table above are described below. These descriptions are indicative and are intended to assist bidders in understanding the focus of each criterion. They do not limit CAF's ability to take into account any additional matter that, in its reasonable opinion, is material to the evaluation.

4.4.1. Financial package (45%)

This grouping addresses the overall financial strength, certainty, transparency and workability of the bid. CAF may have regard, in particular, to:

4.4.1.1. the extent to which the bid delivers secured and enforceable financial value to CAF;

4.4.1.2. the level, certainty and bankability of the minimum guaranteed amount payable to CAF;

4.4.1.3. the size, timing and unconditionality of any Cash Advance;

4.4.1.4. the commercial viability, incentive alignment and risk allocation of the proposed commercial model;

4.4.1.5. the transparency, granularity and substantiation of the bidder's financial projections and assumptions;

4.4.1.6. the timing, certainty and conditionality of payments and returns to CAF;

4.4.1.7. the clarity and workability of the wider commercial terms; and

4.4.1.8. the adequacy, quality and enforceability of any proposed financial guarantee.

In applying the financial criteria, CAF may consider, among other matters:

4.4.1.9. under criterion 1, the quantum, credibility and certainty of the secured financial value offered to CAF;

4.4.1.10. under criterion 2, whether the proposed commercial model is credible, workable and appropriately aligned with CAF's interests;

4.4.1.11. under criterion 3, whether the bidder's projections are sufficiently clear, detailed and substantiated;

4.4.1.12. under criterion 4, whether the wider financial terms are clear, balanced and commercially workable; and

4.4.1.13. under criterion 5, whether the proposed financial guarantee provides real and reliable protection to CAF.

Any commission, revenue share or other variable remuneration proposed by a bidder will be assessed as supplementary to, and not as a substitute for, the minimum guaranteed amount payable to CAF.

4.4.2. Capability and delivery (30%)

This grouping addresses the bidder's demonstrated capability and proposed approach to exploiting the Commercial Rights and/or delivering commercial rights services to CAF pursuant to the structure proposed. CAF may have regard, among other matters, to:

4.4.2.1. the bidder's expertise and standing in major event commercialisation and delivery;

4.4.2.2. the bidder's demonstrated capability in media rights exploitation, sponsorship sales, commercial rights management and related areas relevant to the bid;

4.4.2.3. the quality, credibility and ambition of the proposed commercial strategy and AFCON promotion plan;

4.4.2.4. the bidder's approach to maximising audience, distribution and coverage;

4.4.2.5. the bidder’s proposals to enhance viewer and visitor experience;

4.4.2.6. the practicality, clarity and operational credibility of the proposed delivery model;

4.4.2.7. the quality of the proposed working relationship and operational interface with CAF; and

4.4.2.8. the seniority, expertise, African presence and relevant track record of the proposed team and key personnel.

4.4.3. Structure, compliance and risk (15%)

This grouping addresses the structural, governance and risk characteristics of the bid and its alignment with CAF’s required controls, regulatory environment and strategic interests. CAF may have regard, in particular, to:

4.4.3.1. the proposed governance arrangements and CAF approval and operational control mechanisms, including approval workflows for strategic decisions and material commercial arrangements;

4.4.3.2. the clarity and practicality of the allocation of rights, roles, responsibilities and decision-making authority;

4.4.3.3. the depth and transparency of planning, reporting, audit and oversight rights;

4.4.3.4. the clarity and effectiveness of any step-in, remedy and termination protections;

4.4.3.5. the appropriateness of the proposed duration of the commercial rights partnership, territorial scope and any exclusivity requested;

4.4.3.6. the compatibility of the bid with other potential bids and appointments;

4.4.3.7. the fairness and practicality of the proposed risk allocation; and

4.4.3.8. the quality, completeness and credibility of the bidder’s conflict, independence and disclosure framework.

4.4.4. Contribution to African football development and CAF strategic objectives (10%)

This grouping addresses the bidder’s proposed contribution to CAF’s wider strategic objectives beyond immediate commercial return. CAF may have regard, among other matters, to:

4.4.4.1. the bidder’s proposed contribution to the development of the African football ecosystem;

4.4.4.2. commitments relating to skills transfer and capability building;

4.4.4.3. support for the transfer of know-how and commercial capability to CAF;

4.4.4.4. any credible and clearly described investment in football development at grassroots or elite levels; and

4.4.4.5. the bidder’s approach to environmental, social and governance matters and alignment with relevant good industry practice.

5. Conduct of the Evaluation and Outcome

5.1. The evaluation of all valid bids shall be conducted by the CAF Advisory Committee.

5.2. The evaluation shall be evidence-based. CAF shall assess bids by reference to:

5.2.1. the contents of each bid and the supporting documents submitted with it;

5.2.2. the findings of any due diligence undertaken by or on behalf of CAF;

5.2.3. any clarification responses provided by the bidder at CAF's request; and

5.2.4. any other information lawfully obtained through the evaluation process.

5.3. CAF may, at its discretion, seek clarification from any bidder, verify information provided in a bid, and take into account any matter that it considers material to the evaluation.

5.4. Without limitation to CAF's discretion, bids proposing bespoke structures must still provide sufficient information to permit CAF to assess, on a reasonably comparable basis, the proposed rights scope, financial package, allocation of responsibilities, governance and approval framework, operational delivery model, risk allocation, duration, territorial scope, exclusivity, financial security and strategic contribution to CAF's objectives. Any failure to provide such information with sufficient clarity or substantiation may be taken into account adversely in the evaluation.

5.5. The evaluation shall conclude with the preparation of a written, objective and evidence-based Bid Assessment Report. The Bid Assessment Report shall be presented to the CAF EXCO.

5.6. Following completion of the evaluation, shortlisted bidders may be invited to deliver in-person presentations to CAF EXCO.

5.7. The CAF EXCO will consider the Bid Assessment Report and the presentations, and will identify the preferred bidder or bidders to be appointed as CAF's Commercial Rights Partner or Partners for each of AFCON 2028, AFCON 2032 and AFCON 2036, respectively. The CAF EXCO retains the final decision-making authority on the appointment of one or more Commercial Rights Partners under the CAF Statutes.